



# Annual Performance Report

2013 / 14



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**Improve services for older people**

**Protect vulnerable children,  
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**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**

Improve the quality of the  
physical environment

Increase involvement in lifelong learning

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Improve community safety

Improve and maintain health and  
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Promote participation in cultural  
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to support communities

**Strengthen partnership working,  
community leadership and engagement**

Provide vision and strategic direction

Promote performance management  
and improvement

Embed governance and accountability

Achieve efficient and effective use  
of resources

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## Introduction

Welcome to South Lanarkshire Council's Annual Performance Report 2013-14. As a council, we continue to strive to improve our services in order to fulfil our vision: 'Improve the quality of life of everyone in South Lanarkshire' We are committed to ensuring that our residents and customers are kept properly informed about our services, how they are performing and what areas of improvement we will tackle in the years ahead.



This report has undergone a redesign since last year in order to give a more understandable overview of the council's performance in 2013-14:

- We identify the range of the services provided by the Resources.
- We explain the framework within which we progress performance management and improvement.
- We summarise the relevant financial information for South Lanarkshire Council for 2013-14.
- We identify the council's 19 objectives, as set out in the Council Plan, Connect 2012-17. In order to provide a more balanced picture we have reported on the highlights for 2013-14, the areas for improvement and actions and the next steps in pursuing these objectives.

- We have introduced 'Performance at a glance' reports. A short summary report has been prepared for each of the main service delivery themes as well as the management themes which shape the development of our organisation. These can be accessed [here](#).

Signposts and links to further reports and information on our own website and external organisations' websites are also included for your convenience.

Suggestions and comments on our report are welcome. Please use the [feedback survey](#) at the end.



# Forewords by the Leader of the council, Eddie McAvoy and by the Chief Executive, Lindsay Freeland

As a council it is vital we continually strive to improve service delivery for the people of South Lanarkshire. Public performance reporting is a key component in that process, gauging how effective we are at achieving set targets, and explaining how services are working for our residents and customers.

This Annual Performance Report gives a balanced overview of the council's work in context, highlighting service trends and recording customer satisfaction and dissatisfaction.

We track progress by looking at relevant facts and figures over a set period of time, plus comparing our work with other local authorities and partner organisations.

Feedback on our service delivery informs how we can adapt and improve to get it right, despite working against a backdrop of continuing financial and economic challenges.

All information we gather and receive helps us to improve the quality of life of everyone in South Lanarkshire.

Thank you for taking the time to read this report. I value your opinions which are crucial to improvement, and look forward to receiving your comments on the [feedback survey](#).



**Eddie McAvoy**  
Leader of the Council

This Annual Performance Report spotlights the council's objectives, giving a complete picture of our performance and achievements in 2013/14.

Our [nine priorities](#) are here.

These priorities translate into the day-to-day services we deliver for people in South Lanarkshire. We seek to continually improve, and monitoring performance is vital to achieve that.

We aim to give you a balanced review of how our achievements and performance matched up to targets set at the beginning of 2013-14, noting improvements and also highlighting areas where improvement is needed.

This report explains how we plan to do this and how we managed our budget for the year.

The council also publishes annual reports and monitors performance on behalf of the South Lanarkshire Community Planning Partnership. Details of the 10-year Partnership [Single Outcome Agreement 2013-2023](#) can be found using the [this link](#).

I hope you find this report both informative and helpful and I welcome suggestions and comments. Please complete the [feedback survey](#).



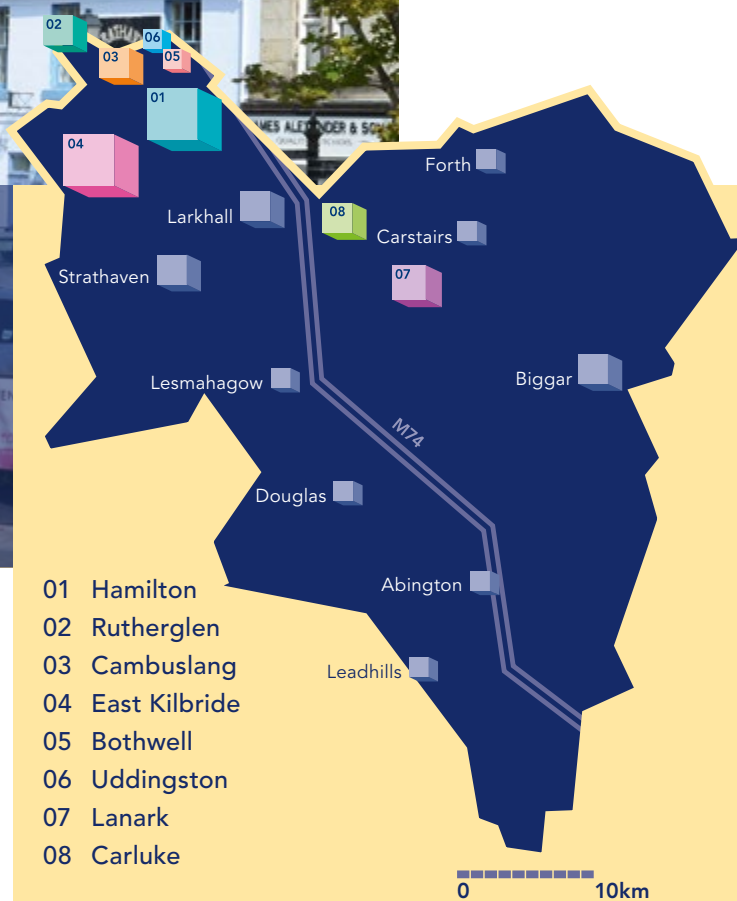
**Lindsay Freeland**  
Chief Executive

## Our council



South Lanarkshire is Scotland's fifth largest local authority in terms of population with 313,830 residents. It covers an area of 1,772 square kilometres in central and southern Scotland, almost 80% of which is agricultural. The council provides services for everyone in this large and diverse geographical area.

Within South Lanarkshire there are four towns with a population of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 17 towns and settlements with a population of over 1,000. South Lanarkshire Council is divided into 20 wards which are represented by 67 **Councillors** who are responsible for agreeing the council's plans and policies and deciding how the council's budget should be spent.



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## Our council

The council's most senior officer is the **Chief Executive**, supported by the senior management structure of **Executive Directors** and Heads of Service. The council provides a wide range of services through different departments, known as **Resources**. There are five Resources in the council delivering the services identified below:

### Community and Enterprise Resources

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

- promoting economic development, access to jobs and delivering support for local businesses.
- managing programmes to tackle disadvantage and deprivation.
- collecting and disposing of waste and recycling.
- setting and managing the framework for development in the area.
- assisting and guiding physical development and regeneration.
- providing consumer and trading standards services.
- road maintenance and reconstruction; supporting safe and effective transport.
- maintaining and developing community facilities, play parks, gardens and open spaces.
- protecting public health through the delivery of environmental health services.
- keeping our streets clean and free from pests.
- providing facilities management services, including school meals, crossing patrols and public conveniences.
- leading the council in developing and promoting sustainability.
- providing bereavement services.
- managing the council's vehicle fleet including: refuse collection, roads maintenance, street sweeping and passenger transport.





## Our council



### Education Resources

**Education Resources** is South Lanarkshire's largest service in terms of spend. There are 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. There are 123 primary schools, 17 secondary schools, 7 additional support needs schools and 22 additional support needs bases in the South Lanarkshire area. Pre-school education is provided in 71 early years establishments, along with our partnership agreements with external providers: facilities include 1 nursery school, 59 nursery classes, 11 community nurseries and partnerships with 62 external providers.

The Resource is also responsible for the work of staff responsible for services in Inclusive Education Services, Integrated Children's Services, Psychological Services, the Curriculum and Quality Improvement Service, Community Learning and Youth Learning, Support Services, Schools Modernisation and Learning Community Teams.

### Finance and Corporate Resources

**Finance and Corporate Resources** plays a central role in the council. It oversees the council's budget through Finance Services, provides IT services, provides an Internal Audit function, and arranges for the council's approach to improvement and risk management.

It also provides all Committees with administrative support and provides services for councillors. In addition, it provides personnel services, consultation and equalities advice; legal services; registration of births, deaths and marriages; licensing services; and communications services for all council resources.

### Housing and Technical Resources

**Housing and Technical Resources** comprises three main service areas. These are Area, Property and Support Services, which are responsible for developing and delivering a wide range of services, including:



## Our council

- provision of comprehensive housing management, homelessness and revenues services, delivered from our decentralised Area housing and Q and A offices, and a centralised Customer Service Centre.
- housing repairs and maintenance.
- property advice, maintenance, design and improvement services, new build housing, community and other facilities and a responsive maintenance service for council premises.
- collection and administration of money, including Council Tax for over 144,000 properties and rent for just under 25,400 council houses, which pays for council services.
- the administration of housing benefit.
- provision of anti-social behaviour investigation, community warden and mediation services.
- management of the council's non operational assets including management of the lease portfolio and delivery of the capital receipts programme; corporate property information development and provision of a professional valuation service.
- development and implementation of the Local Housing Strategy, Strategic Housing Investment Plan, Anti Social Behaviour Strategy, Tenant Participation Strategy and other related plans, to ensure an appropriate supply of good quality housing and services that meet the needs of the residents.

### Social Work Resources

The aim of **Social Work Resources** is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire.



We are committed to providing responsive and accessible services, with defined standards for service provision and supporting people to maximise their potential, maintain their independence and improve outcomes.

Social Work Resources in partnership with community planning partners and voluntary and independent provider organisations, offers a range of services designed to enable, support, improve and protect the health and social care of people using our services. Social Work Resources activities include:

- dealing with over 40,000 referrals a year.
- assessment, specialist assessment and support.
- provision of targeted services for vulnerable children, young people and adults.
- provision of care at home.
- support services, day, respite and residential services.
- supervision and monitoring in the protection of vulnerable children and adults.
- working with those subject to requirements within justice and mental health legislation.



## Our strategic framework for performance management and improvement

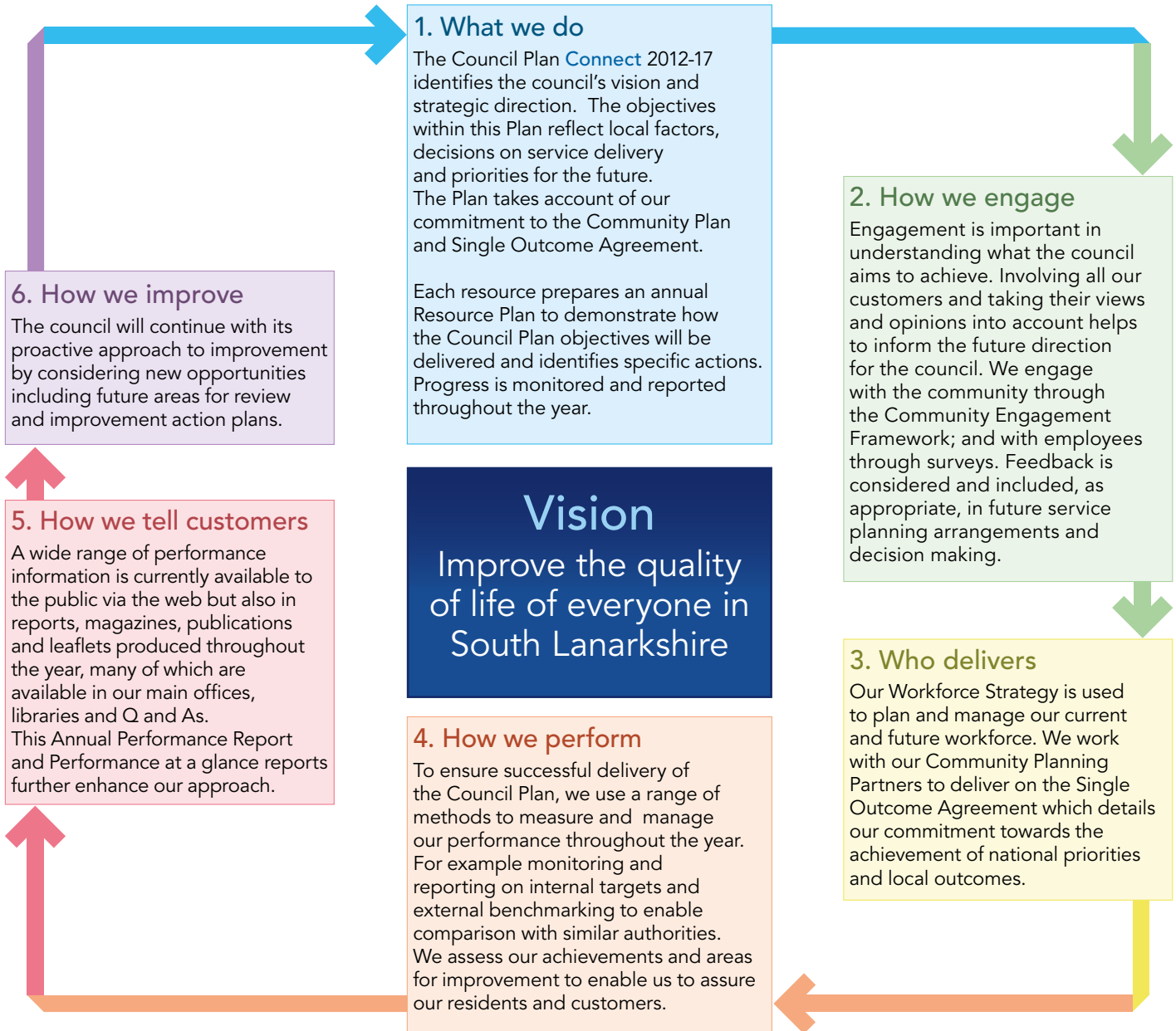
We rely on having good information on which to base our decisions on how to deliver our services more efficiently and more effectively. Successful performance management is organised and structured to allow people to work together and do the right things.

A young man with short brown hair, wearing a black polo shirt, stands in front of a white wall. The wall is decorated with large, stylized words in various colors and fonts. The words include 'Work', 'Adaptable', 'Inspiration', 'Encouragement', 'Innovation', and 'Ambition'. The man is smiling slightly and looking towards the camera.

Work Adaptable  
Inspiration  
Encouragement  
Innovation Ambition

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

# Our strategic framework for performance management and improvement



# Our financial performance

## General Fund

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

Council expenditure falls into two categories:

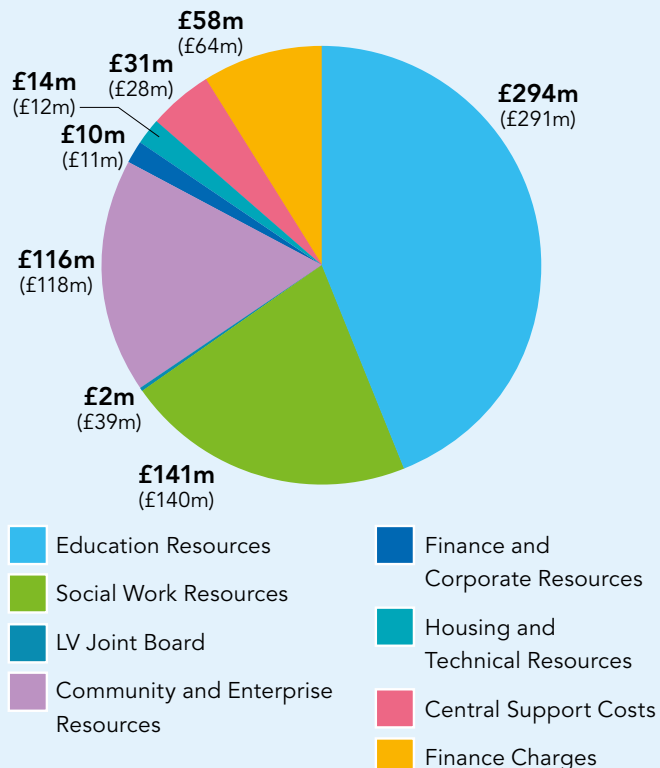
**1. Revenue expenditure** is the cost of running services: for example salaries, electricity, supplies and minor repairs. This will be off-set by **Revenue income** or money received from, for example the sale of goods or services, admission fees and commissions.

In 2013-14 revenue funding of £666 million was raised from two main sources:

- funding from Scottish Government grants, Non domestic rates and charging for certain services – £558 million (84%)
- Council Tax – £108 million (16%)

This funded a wide range of services. Chart 1 details the 2013-14 revenue expenditure for each of the council's resources, a contribution to the Lanarkshire Valuation Joint Board (Police Scotland and Scottish Fire and Rescue contributions are now paid directly to the national organisations from the Scottish Government) and Central Support Costs and Finance Charges. The comparative figures for 2012-13 are shown in brackets and illustrate the shrinking budget available to deliver the same level of services throughout South Lanarkshire.

Chart 1: Revenue expenditure of £666m in 2013-14 (£703m in 2012-13)



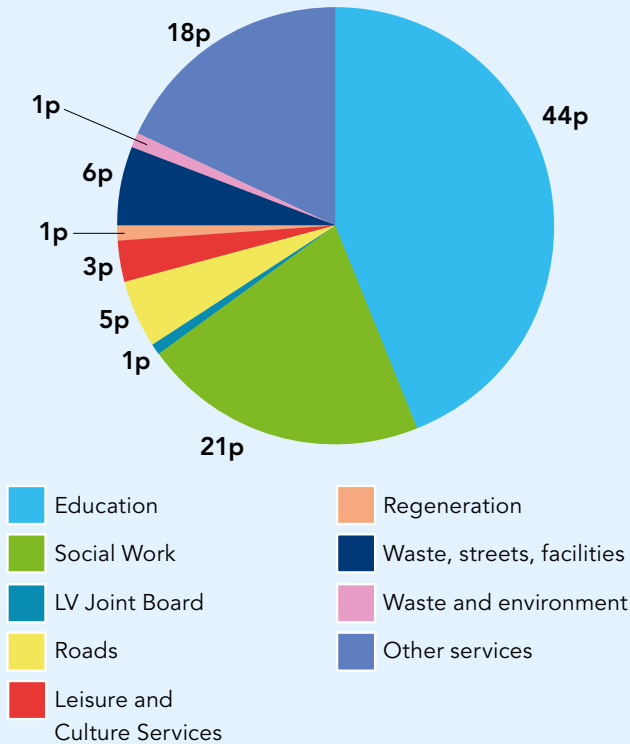
More than 65% of expenditure in 2013-14 related to Education and Social Work services. A key part of the council's funding comes directly from you in the form of Council Tax. Chart 2 shows how each £1 of your Council Tax was spent in 2013-14.

[Link to: Revenue and service costs performance at a glance report](#)



# Our financial performance

Chart 2: How we spent each £1 of funding in 2013-14



Capital Expenditure for 2013-14 totalled £125 million, compared with £110 million in 2012-13. The major capital projects that were underway during 2013-14 included: the significant investment programme (£100 million) to rebuild or refurbish all of South Lanarkshire’s schools, (122 out of 147 now completed), £10 million on the roads improvement programme, £1.1 million on Lanark Memorial Hall and £1 million from the vacant and derelict land fund for works at Shawfield Industrial Estate and Cuningar Loop.



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

Follow the link to the council’s magazine [The Reporter Winter 2013](#) with relevant articles:

- ‘Grand design’ (page 20) on the restoration of the iconic Lanark Memorial Hall
- ‘Classroom revolution’ (page 6) on the state of the art learning environment resulting from the schools modernisation programme
- ‘Investing in roads’ (page 14) to improve the council’s extensive roads network

# Our financial performance



## Housing Account

The Housing (Scotland) Act 1987 dictates that every local authority must maintain a separate account detailing the income and expenditure on specific houses, buildings and land. Similar to the general fund, expenditure for the Housing Account falls into two categories:

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

In 2013-14 Housing revenue funding of £80 million (compared with £81 million in 2012-13) was raised from the following sources:

- House Rents – £76 million, 95% (£75 million, 92%)
- Non dwelling rents – £3 million, 4% (£3 million, 4%)
- Other income/surplus – £1.3 million, 1% (£3 million, 4%)

**2. Capital expenditure** on the Housing Programme in 2013-14 totalled £42 million (compared with £51 million in 2012-13). This programme continues the Council's Plans to meet the Scottish Housing Quality Standards and tenants and residents benefited from new build housing, improved heating systems, windows, doors, fabric and insulation upgrades to save energy and help address fuel poverty.

## Summary

Each year, the council's Audit Manager provides a statement of assurance in respect of the adequacy and effectiveness of the internal control systems, including financial control. For 2013-14 a positive level of assurance was provided which confirms a good level of financial control across the council and gives evidence that controls within the council's main financial systems continue to be effectively applied.

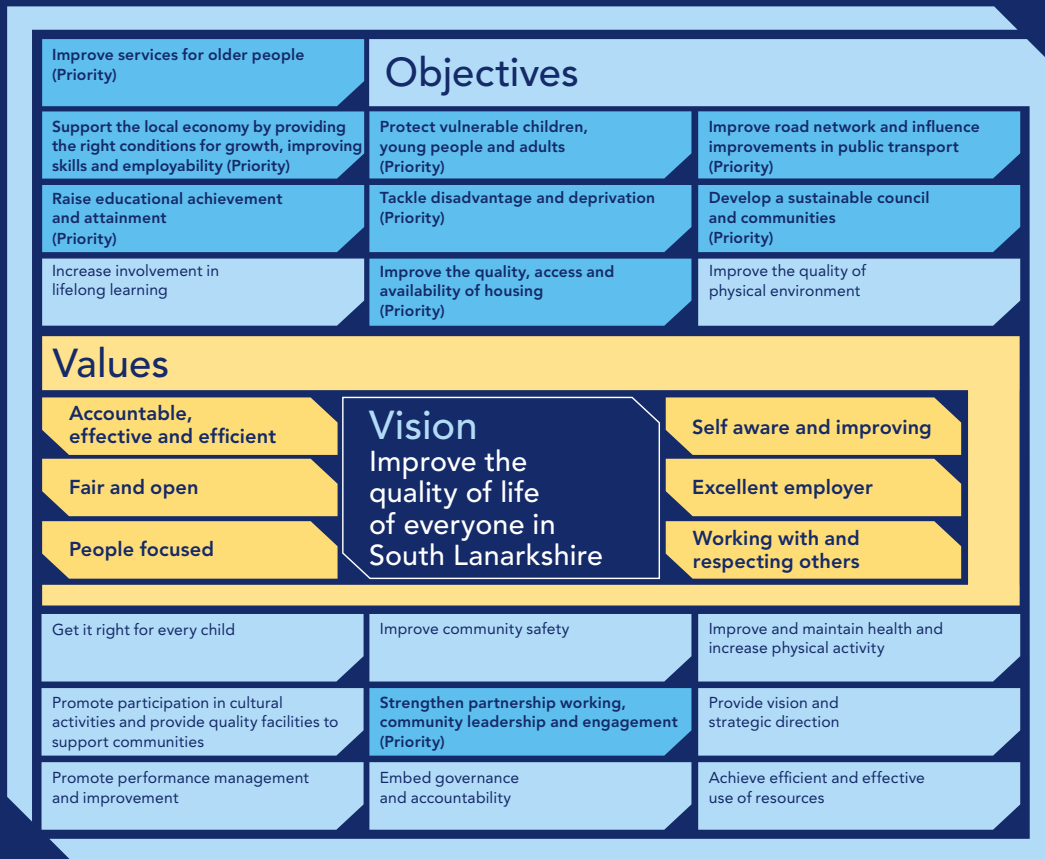
# Our objectives

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

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

This diagram identifies the council's vision, values and objectives. The objectives cover the full range of council services delivered to the community and also reflect our contribution to the **Community Plan** and the outcomes set out in the **Single Outcome Agreement**. (Those objectives shaded in the darker blue ■ represent the council's priorities).

This annual performance report covers all the council's objectives. It explains what we have achieved, where improvement continues and what our next steps are. Detailed performance information relating to the main service and management themes' can be found in the individual 'Performance at a glance' reports listed at the end of this report.





## Our performance against our objectives

We have many different customers accessing all sorts of goods and services, all with different interests in how South Lanarkshire Council is performing. With this in mind, our Annual Performance Report 2013-14 has been extended: instead of concentrating on the priority objectives, all of our objectives are included.

All of the council's objectives in the Council Plan [Connect](#) 2012-17 are listed in this section of the Annual Performance Report with details of:

- Our achievements for 2013-14
- Our areas for improvement and action: we will identify areas where we want to improve and how we plan to do this
- Our next steps

More detailed information including performance measures on all the objectives can be found on the [performance](#) pages of the council's website and other performance reports and documents. If there is something that you would like further information on, please contact us at [Performance@southlanarkshire.gov.uk](mailto:Performance@southlanarkshire.gov.uk).



# Our performance against our objectives

## Our Performance trends and comparisons



In South Lanarkshire Council we continually monitor the performance of our services through a range of performance indicators. This ensures that issues are identified quickly and corrective action can be taken wherever possible. This information is publicly available, not only in our Committee Reports and on our website but in magazines, leaflets, flyers, notices and press releases.

In understanding that the needs and interests of the public are wide and varied, this year we have introduced a suite of 'Performance at a glance' reports. These contain relevant performance results to make it easier to understand what we do, how we have been performing and how we are actively seeking the best use of our resources in relation to:

- Service delivery for our customers for the following main services themes: Community care, child protection/children's social work, education of children, housing/homelessness, planning, protective services, culture/community, roads/lighting, waste management, criminal justice social work and benefits.
- Developing the management of our organisation in terms of employees, sustainability, equalities/diversity, responsiveness to communities, complaints, assets, costs and procurement.

These reports will explain what we do, present national and local performance results over time with comparisons against targets (where appropriate), explanations of the performance (improving or not) and signposts to help you find additional information. These are [listed](#) at the end of this report and on the [website](#). In the process of assessing our performance and in making comparisons over time and with other organisations, we consider the following:

## Local Government Benchmarking Framework (LGBF)



All councils in Scotland collect and publish the results for a suite of performance measures covering all the main services provided. This is known as the Local Government Benchmarking Framework. The results for South Lanarkshire Council for 2013-14 can be viewed on our website ([click here](#)) and the results for all Scottish councils can be viewed using a simple online tool – follow the link to [mylocalcouncil](#)

## Awards and recognition



External assessors visit the council annually to review and assess services. We will highlight those services receiving an award or other formal recognition in 2013-14.

## Customer feedback



There is a variety of information received both directly and indirectly from customers that we use to monitor and improve our performance, including the [Household Survey](#) and the Housing Residents Survey. Services also make use of specific surveys to provide additional feedback from service users for example, Housing and Technical Resources has a comprehensive survey programme which assesses customer satisfaction with a wide range of its services throughout the year and on a year to year basis. Our '[Have your say](#)' section on the website gives us an indication of how we are performing based on [comments, compliments or complaints](#) received.

# Our performance against our objectives

## Inspection and assessment



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

The **Care Inspectorate** is the independent scrutiny agency which regulates and inspects care services. A framework of quality themes and statements are used and services are given grades based on the inspections. All inspection reports are posted on the Care Inspectorate website and provide information about the standard of care and the performance of the establishments. The services within the council that are subject to these inspections include: Social Work establishments and commissioned care services, children's educational establishments, child protection, Housing support and Sheltered Housing Services. Council services along with our Partners can be inspected by a combination of scrutiny agencies lead by the Care Inspectorate. Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland all lend their unique experience to Joint Inspections. These joint inspections look at how well Community Planning Partnerships are improving outcomes for children and young people.

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



The **Scottish Housing Regulator** aims to protect the interests of tenants, homeless people and others who use Housing services. The focus is on securing good outcomes for tenants and other service users, helping them to hold their landlords to account and improve the standards and management of social rented housing.

**Internal Audit** provides an independent opinion on the effectiveness of the council's systems of internal controls, risk management and governance arrangements. Audits follow an Internal Audit Code of Practice for Local Authorities to ensure that all reviews are objective, add value and improve the council's operations.

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



# Our performance against our objectives

## Sustainability



The council has an overarching Sustainable Development Strategy (SDS) which reflects its responsibilities under the **Climate Change Act** to publish an annual sustainability report aimed at reducing greenhouse gas emissions, preparing for future climate change and delivering services in a sustainable way. In this report we provide information on our environmental targets and the performance of the council in terms of sustainability.

## Next steps



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



## Summary

Links are included throughout the report (highlighted words) to signpost you to further, detailed information, explanations, statistics and comparisons should you wish to access them.

It is important to highlight to you that there is a significant amount of performance related information shown on the screens and notice boards in South Lanarkshire Council's offices and establishments of interest to the public. This provides us with another opportunity to further raise awareness of the council and how we are performing, specifically in relation to services accessed by you.

# Improve services for older people

## Lead – Social Work Resources

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

Both nationally and locally, the most significant changes in the population will occur in the over 65 age group. People are living longer but not always healthier lives. This requires the council and its partners to prepare services to support changing demographic trends.



In addressing this the Scottish Government has challenged local partners to re-shape current services in line with the wishes of older people.

It is widely recognised that older people want to live more independently and have increased control over their lives. Therefore, a shift from more traditional models of care provided such as hospitals and residential homes to more community based alternatives is needed so people can remain at home for as long as possible.

The council's commitment to this includes:

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

Furthermore, the introduction of **The Public Bodies Act 2014** puts a legislative framework in place to enable health and social care for adults to become integrated and aims to:

- improve the quality and consistency of services for patients, carers, service users and their families.

- provide seamless, joined up high quality health and social care services in order to care for people in their own homes or a homely setting.
- ensure that resources are used effectively and efficiently to deliver services that are appropriate for people with long term and often complex needs, many of whom are older.

## Achievements for 2013-14



- 99.4% (2,445) of adaptations to council houses were completed on time, against a target of 97%. Additionally all demand was met.
- As part of an ongoing programme, a further 34 mainstream properties were converted to amenity standard stock during the year bringing the total to almost 100. Essentially, general need housing stock is converted for the benefit of older people or people with disabilities which can include non-slip flooring in kitchens and bathrooms, grab rails or raising the heights of sockets.
- Two new sheltered housing complexes were formally opened, one in Cambuslang and one in Rutherglen, providing 41 high quality homes for older people.

# Improve services for older people

- Sheltered and housing support services were assessed as 'very good' and 'excellent' by the Care Inspectorate as part of their annual inspection.
- Good progress has been made with our performance in the area of Supporting Your Independence (SYI), enabling and empowering service users to achieve their optimal independence with assistance from a range of supports such as occupational therapy, equipment, adaptations and the use of assistive technology. Over the course of the year our performance has risen from 85.8% to 90.5%.
- At any time, Social Work Resources 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.

## Areas for improvement and action

- As Health and Social Care move to fuller integration, the Transitional Integration Board (TIB) is now established and meets regularly to discuss progress. The TIB will formally enter into its shadow year in April 2015.

## Next steps

- In 2014-15, a continued focus will be on meeting demand for adaptations to homes, increasing the supply of amenity homes suitable for older people and maintaining or improving on the Care Inspection gradings for sheltered services.

The following implementation actions relate to the health and social care integration:

- The establishment of a joint management team.
- Preparation of an integration plan.
- A range of engagement and communication activity.

- Work is going well to develop a Joint Strategic Needs Assessment (JSNA) which will be both locality and area-wide focussed. Existing registered care services will be identified to ensure all care groups and services are included.



Link to:

[Community Care performance at a glance report](#)

## Canderavon relocation

Canderavon older people day care facility was decanted to Lifestyles Stonehouse, initially as a temporary solution to the ongoing problem with day care operating in a care home. Integration of this day care service in a community setting was gradual with day care clients attending shared activities for example, Christmas parties, pantomimes, Burns Supper and tea dances. In addition, the day care clients were given the opportunity to use other community resources: for example talking books from the library, attending Christmas parties with adult services clients and with the Jubilee Club and the use of the garden space. Positive feedback was received from individual service users enjoying the community setting:

- one gentleman, who is otherwise socially isolated, stated that he enjoys the community aspect of this new venue as he can buy goods from the café, whereas previously he was unable to access local shops.
- another carer reported that her husband, who has a significant head injury, benefits from being in the new venue as "he is able to walk in more open space" and subsequently, his health and wellbeing have improved.

Because of the success of this project, the relocation of the Canderavon older people day care facility to Stonehouse is now permanent.



# Protect vulnerable children, young people and adults

## Lead – Social Work Resources

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

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



The main areas of responsibility covered under this priority are:

- supporting people to achieve their desired outcomes;
- protecting children and adults from all forms of harm, abuse and neglect;
- providing support for people with substance misuse and mental health issues;
- supporting people affected by domestic abuse; and
- supporting people who have a physical and/or learning disability.

## Achievements for 2013-14



- The Child Exploitation Online Protection (CEOP) safety programme has now been delivered to over 700 staff in Education Resources, a wide range of partner agencies, 2,000 pupils and over 200 parents and carers. The impact of this will be identified and explored in the future.
- As a result of joint work between Youth Learning Service and Housing and Technical Resources, the increased number of young people affected by homelessness are now being able to remain in their own houses.

- We protected 695 children through child protection investigations.
- Our adult support and protection activity showed increased demand in the adults under 65 years of age category. We supported 1,189 enquires which led to 255 investigations.
- Year on year we have increased the number of vulnerable people supported through our supervising officer role (AWI) for local authority Welfare Guardianship orders.
- There are 113 children being supported in Kinship Care (this means the care of children by their extended family or a close friend of the family). We also support a Kinship Care Forum which has developed quarterly newsletters.

## Areas for improvement and action



- The Social Care (Self-directed Support) (Scotland) Act 2013 places significant new duties on local authorities which we continue to develop. (For further information go to [Self-Directed Support](#))

# Protect vulnerable children, young people and adults



## Next steps



- To develop an action plan for service improvements in relation to the Learning disability strategy, Keys to life.
- Work in partnership to improve outcomes for those experiencing domestic abuse: individuals are able to live their lives free from danger and perpetrators are dealt with promptly.



Link to:

[Child Protection and Children's Social work performance at a glance report](#)



## Self Directed Support (SDS)

Beth, a young woman with a physical disability, is wheelchair dependent. She achieved good higher grades at school and currently attends university with the assistance of a support worker and academic support provided by the university. During a review of her support arrangements, Beth advised that she was not happy with her current care provider, she wanted more control and choice over who the provider was and, more importantly for her, choice over who supported her on a daily basis. Beth also advised that she had not used her allocated respite over the last 2 years as she did not like going to a residential unit.

Under Self-directed Support (SDS), Beth engaged with her social worker: she clearly outlined what her support needs and risks were, identified her strengths and what was important to her. It was evident that Beth wanted more control over her daily life: who would help her develop her peer support and engage in both academic and leisure activities that were meaningful and purposeful to her.

During the support planning session, the council's four funding options were explained to Beth and her parents and an appropriate decision was made. Beth did not want the financial responsibility for managing payments and accounts. Instead Beth was provided with an annual budget from which she has made choices regarding, time dedicated to supporting her at university to achieve her academic potential, and development of community respite to expand her peer support whilst providing her parents with the required respite. Beth now states she feels her support is working for her to achieve the kind of life she would like.

# Improve road network and influence improvements in public transport

## Lead – Community and Enterprise Resources

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



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

### Achievements for 2013-14



- We continued to implement the [Road and Footpath Improvements Plan](#) completing 215 carriageway and 36 footway schemes within the year. 6.3% of the council's roads network was resurfaced which led to a reduction in the percentage of our road network that needs to be considered for maintenance treatment: 35.9% compared to 36.8% in 2012-13.
- In response to the increasing challenge of severe and changing winters, we treated over 1,000 km of our road network and almost 100 km of footways, using 37,000 tonnes of salt.
- Road safety improvements were delivered, including; specific measures at schools; speed limiting initiatives; enhanced road markings; anti-skid surfacing and visibility improvements. By being proactive, we reduced the number of road casualties from 640 in 2012 to 613 in 2013 – a drop of 4.2%.
- The council is responsible for almost 65,000 lighting columns and luminaries, many of which have reached the end of their useful lives and are in poor condition. We are working towards renewing all potentially defective items we renewed or improved 502 lighting columns in 2013-14 and responded to 99% of street light faults within 7 days, which is well in excess of our annual target of 90%.
- We continued to encourage more people to travel actively and sustainably by promoting walking, cycling and using public transport. In addition, 59 schools developed travel plans aimed at providing children with healthy travel alternatives to and from school.

# Improve road network and influence improvements in public transport

- In 2013 we published a new 10 year [Local Transport Strategy](#), setting out our policies and actions that have been developed to address the transport issues that our residents identified as being the most important to them.

## Areas for improvement and action

- As part of South Lanarkshire Council's routine Household Satisfaction Survey (results can be [found here](#)), South Lanarkshire residents are asked their opinion on the standard of maintenance of roads and pavements within South Lanarkshire. Whilst the satisfaction rating with road / pavement maintenance has increased from 16% in 2010 to 29% in 2014, it is still relatively low. The council's Roads Investment Plan (news can be found [here](#)) has led to significant improvement to the condition of main roads, but it is only now beginning to tackle minor and residential roads in a substantive way. With so much carriageway resurfacing still to be tackled, it is not surprising that satisfaction levels are not high in this area. However, satisfaction should increase in future years as a result of the continued implementation of our Roads Investment Plan.

## Next steps

- We will continue to implement our Roads Investment Programme and undertake safety checks and maintenance on our bridges.
- We will deliver road safety improvements at identified accident locations/routes and deliver 5 road safety educational training and school travel initiatives. This is aimed at contributing to the national casualty reduction targets for 2020: a 40% reduction in serious casualties for all age groups and a 50% reduction in fatalities and 65% reduction in serious casualties for children.

- We will continue the programme of street lighting improvements with 400 lighting columns to be improved/renewed in 2014-15.
- We will deliver improvements to local infrastructure to encourage walking and cycling.


 [Link to: Roads and Lighting performance at a glance report](#)



## Quality of the road network

The Society of Chief Officers of Transportation in Scotland (SCOTS) survey characteristics of the condition of roads across Scotland and identify if they should be considered for treatment. A lower percentage indicates that more of the road network is in good condition – the results show that the condition of the council's road network is steadily improving as a result of our ongoing investment programme. Comparatively, our road network is in better condition than the Scottish average.

### % road network to be considered for maintenance

	2011-12	2012-13	2013-14	Are we improving?
<b>SLC</b>	<b>37.5%</b>	<b>36.8%</b>	<b>35.9%</b>	Yes 
Scotland	36.4%	36.2%	36.7%	



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

## Lead – Community and Enterprise Resources

Other contributing services: Education Resources and Social Work Resources

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



## Achievements for 2013-14



- We developed a [South Lanarkshire Economic Strategy for 2013-2023](#) - Promote. This strategy, which is the first of its kind to focus solely on South Lanarkshire aims to improve South Lanarkshire's economy for businesses, communities and residents, recognising the recent challenging economic conditions and providing an agenda that partners across all sectors can work towards.
- With our partners and through the delivery of employability programmes, we helped 2,516 people to secure employment or start education/training. We continued to deliver the 16+ Learning Choices programme in all secondary schools which is delivered through youth work to increase employability, by encouraging development of learning through engagement and participation. This resulted in improved employment outcomes for 16 to 64 year olds in South Lanarkshire of 74.2% - this employment rate is now 3.5% higher than the Scottish average of 70.7%.
- Businesses in South Lanarkshire continue to find conditions difficult. The council helped support 1,546 businesses with information, grants, loans or property advice, generating £20.9 million in sales and creating or sustaining 1,643 jobs. For more information on the support we provide to businesses, click [here](#).
- In conjunction with North Lanarkshire Council and Scotland Food and Drink, we hosted a successful private sector engagement event which helped to raise the profile of related businesses in Lanarkshire.
- Our Consumer and Trading Standards Service Team doubled the number of local businesses who are members of the council's '[Buy with Confidence](#)' approved trader scheme. This scheme seeks to give consumers a reliable way of finding trustworthy local businesses. This team also provides an advice service to consumers and during the year achieved over £450,000 of redress for local consumers who were in dispute over the purchase of goods and services.

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

- We worked closely with the tourism sector to maximise visitor expenditure in our area, and Visit Lanarkshire, a partnership body on which South Lanarkshire Council is represented, developed a new [Visit Lanarkshire website](#) and ran a series of successful marketing and awareness campaigns.

## Areas for improvement and action



- In the year ahead, we will continue to improve support to South Lanarkshire businesses which are currently operating within difficult economic conditions. Part of this will involve closer working with North Lanarkshire Council, who will help us both to develop a wider range of programmes of business support, and to improve the Lanarkshire.com website in order to raise the profile of Lanarkshire and the support available to businesses.
- We will also complete a programme of investment in Castle Street, Hamilton, creating further office premises and business support for new start up businesses and we will work with partners in Clyde Gateway to market new business opportunities and attract companies to the Clyde Gateway area.

## Next steps



- We will continue to support the local economy by providing the right conditions for growth by promoting the new [South Lanarkshire Economic Strategy for 2013-2023](#) and by putting into action our Economic Development Performance Improvement Plan.
- Leadership and management of the [Supplier Development Programme](#) will be transferred from Glasgow City Council to South Lanarkshire Council.

This programme offers small and medium sized enterprises information, support and training events, to improve their performance in winning contracts with public sector organisations.

- We will continue to maintain town centres and work with businesses and owners to market and promote our town centres, ensuring they are sustainable in the modern context. This includes project managing the delivery of the refurbished East Kilbride ice rink as part of the wider redevelopment of East Kilbride town centre and developing proposals for work at Hamilton Towers.



Link to:

[Responsiveness to Communities performance at a glance report](#)

[Sustainable Development performance at a glance report](#)

Further information can be found on our website, including:

[Tourism action plan](#)

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

The **unemployed people assisted into work** from council operated/

funded employability programmes was **13%**, slightly above the Scottish average of 12.6% for 2013-14.

The council assisted **1,659 people into work** through employability programmes – this equates to 41.8% of the total number of people who were engaged through these programmes then going on to find work – a slightly higher percentage than in the previous year (40.8%).



# Tackle disadvantage and deprivation

## Lead – Community and Enterprise Resources

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

Everyone in South Lanarkshire should have access to the same opportunities and should be able to enjoy the same quality of life, regardless of their social circumstances or where they live. However, there is significant inequality within South Lanarkshire, with the most deprived areas concentrated in specific locations within Cambuslang, Rutherglen, Hamilton, Blantyre, and Larkhall.



We said that we would reduce these inequalities by delivering a Tackling Poverty Programme ([Tackling Poverty Programme Annual Report 2013-14](#)) and by undertaking specific measures related to child poverty, unemployment, income maximisation, health inequalities, and improvement to amenities and the environment. These measures have been undertaken in our most disadvantaged communities.

### Achievements for 2013-14




- 4,042 residents were engaged on the South Lanarkshire Works 4U employability programme. Of those, 2,521 progressed into a positive outcome - the vast majority (1,689 residents) of whom found employment. This is a significant achievement given the current economic climate.
- Over 1,500 children/young people benefited from a range of education based interventions resulting in significant improvements in relation to their literacy, numeracy, employability and educational attainment. This included supporting over 400 parents to become more involved in their children's education - from nursery onwards.
- The council's Intensive Family Support programme continues to provide support to vulnerable families at risk of losing their tenancies as a result of anti social behaviour. The staff support family members work towards some key goals and this work is having a very positive impact on children, with 94% achieving 85% school attendance and 96% having improved mental health and wellbeing.
- The council won a silver COSLA Excellence Award for its work in enabling local residents in some of South Lanarkshire's most deprived neighbourhoods to become more involved in their communities – both in terms of using services and in developing a community response to local challenges.

# Tackle disadvantage and deprivation

- All secondary schools are making effective use of the 'risk matrix' tool, enabling them to identify vulnerable pupils at risk of not making a positive transition into further education/training/employment after leaving school.
  - Over 2,500 new heating systems were fitted to council homes.
  - £2.4 million of additional funding was received to supplement and deliver programmes of insulation, mains gas provision and heating to over 2,000 homes, resulting in significant benefits to tenants in terms of addressing fuel poverty.
  - The council works in partnership to support carers to continue their caring role. During this year, the Money Matters Advice team worked with over 1,200 clients, achieving over £1million in backdated benefits awards.
  - The council hosted a [Tackling poverty conference](#) to discuss issues including health, regeneration, benefits reform and education.
- The benefits of supporting communities to enable them to 'do for themselves' is recognised. It can bring solutions to what are often long standing challenges that the public sector on their own cannot address, and by giving their time and getting involved in volunteering, it can provide those out of work with a purpose, that in turn creates self confidence, improved wellbeing, and skills for work. Programmes aimed at tackling poverty in South Lanarkshire which currently are not engaging volunteers are being encouraged to consider this in 2014-15.

## Areas for improvement and action



- Implement year 10 of the Housing Capital programme and deliver a further 2,500 new heating systems to homes along with further insulation measures under the Home Energy Efficiency Programme/Energy Company Obligation (HEEP/ECO) programme using Scottish Government and energy companies' funding streams to improve energy efficiency and reduce carbon emissions.
- ## Next steps
- 
- Funding for our Tackling Poverty Programme for 2014-15 has been approved at the same level as for 2013-14 (£4.97 million) and will continue to focus on the following priority areas: early intervention and prevention; employability; support for vulnerable families; financial inclusion; and health improvement.
  - We will continue to monitor and report on this programme outlining progress, challenges and what variations are required, if any, to respond to identified needs.
  - In terms of continuing the progress made for young people most at risk after leaving school, customised and creative approaches to ensuring that they make a positive transition continue to be developed to meet the specific needs of the young people.
  - Continue to invest in measures to improve the energy efficiency of housing stock in all sectors to assist in reducing fuel poverty further.



## Tackle disadvantage and deprivation




[Link to:](#)  
[Benefits Administration performance at a glance report](#)  
[Housing and Homelessness performance at a glance report](#)  
[Equalities and Diversity performance at a glance report](#)

Everyone is aware of the changes to benefits as a result of Government changes to the [Welfare reform system](#) – further information is available by following the above link to our website. A recent article in [The Reporter Spring 2014](#) edition (page 40) illustrates how the work of the council, in particular, the Benefits are Changing team are helping residents to cope with the changes. Further information can be found on our website, including:

- [Youth jobs fund](#)
- [Literacy Strategy](#)
- [Fuel poverty](#)
- [Benefits available](#)



The percentage of pupils leaving school and entering into positive destinations like further education, training or employment:

	2011-12	2012-13	2013-14	Are we improving?
<b>SLC</b>	<b>89.8%</b>	<b>88.6%</b>	<b>92.3%</b>	Yes 
Scotland	89.9%	91.4%	92.3%	

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

## Tackle disadvantage and deprivation

These case studies illustrate the impact that the Tackling Poverty Programme is having on individuals, families and communities. Whilst the case studies are real, the names of the people involved have been changed for confidentiality purposes.

### Case study about 'Supporting Employability'

#### Active Breaks

Lauren is a secondary school pupil and during her first year at school her attendance level dropped, with numerous authorised and unauthorised absences. We noticed that she was absent on the days that she had PE. Lauren was self conscious of her weight and didn't like getting changed or doing PE in front of her peers. At the beginning of her second year, Lauren was referred to Active Breaks for three periods a week (for two periods a week she attended the local gym along with the Active Breaks worker, and for the other period she took part in Healthy Eating workshops). Lauren's attendance has greatly improved and she has achieved a 3 star Dynamic Youth Award and has started on a Bronze Youth Achievement Award.



Active Breaks helped me feel better about myself and encouraged me to eat a healthier diet and exercise more. I now feel more confident and hope to return to my PE classes. I am now working on achieving a Bronze Youth Achievement Award.



### Case study about 'Community Health Initiatives'

#### Parent Cafés – Healthy N Happy

Jill is a first time teenage mother with a small child of 1 year old. She lives with her parents and younger sibling and is in a dysfunctional relationship with the father of her daughter.

Jill has a rocky relationship with her parents, her mother is very keen to support her but Jill perceives this as interference. She was encouraged to come along to the parent café by First Steps and after an intermittent attendance she now sees the café as a place where she can be herself, develop her relationship with her daughter, and be supported by peers and her Healthy N Happy support worker in a non confrontational manner.

The support worker has encouraged Jill to build a relationship with her mother. She has been offered family mediation and other services that benefit her. In her time attending the parent café, Jill has become more trusting towards statutory agencies, more confident in her own ability to be a confident mother, and a calm individual who is able to deal with family conflict in a manner that is not harmful to her or her daughter.

# Develop a sustainable council and communities

## Lead – Community and Enterprise Resources

Other contributing services: Housing and Technical Resources, Education Resources

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



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

## Achievements for 2013-14



- Energy consumption in council buildings was reduced by 9.6% as a result of energy efficiency projects and initiatives and encouraging behavioural changes. 'Energy Champions' operate in our buildings and schools to identify opportunities to save energy and encourage everyone to participate. This, along with other projects and initiatives are detailed in our [Carbon Management Plan 2014](#).
- **Homes:** £1.577 million was invested in improving the energy efficiency of domestic properties, including 3,081 central heating upgrades/replacements, 85 properties had cavity walls insulated and 238 properties were insulated with wall cladding.

- **Street lighting:** low energy technologies are being installed throughout our street lighting estate and new planning regulations ensure that developers now have to do the same. In addition, solar and/or wind power is used to illuminate over 300 of our vehicle activated road signs.
- **Fleet:** we operate over 1,300 vehicles, 156 low carbon cars, 16 electric cars, 2 electric vans and 2 electric sweepers. Fleet vehicles have speed limiters installed where possible to ensure the fleet is as efficient as possible.
- Pupils across South Lanarkshire are demonstrating an increased knowledge and understanding in environmental education following their participation in [Eco Schools](#) and other, similar environmental programmes, receiving green flag status and silver and bronze awards.

# Develop a sustainable council and communities

## Areas for improvement and action

- **Waste:** The council wants to improve the percentage of total household waste that is recycled and composted. Plans to extend the recycling services to flats and tenement buildings will result in over 10,000 additional properties with access to recycling services. A new short term waste contract was recently awarded which aims to increase the level of waste being diverted from landfill. Work is ongoing to procure a long term contract which will allow us to comply with the landfill ban due to come into operation in 2021.

## Next steps

- Maximise energy efficiency of all operational properties to reduce energy consumption by a further 2%.
- Reduce transport emissions in the council fleet by 3.3%.
- Introduce new waste management initiatives to reduce waste and landfill and increase recycling: in particular, the full roll out of food waste uplifts to all schools and council properties with a kitchen producing more than 5kg of food waste by 2016.
- Continue to improve energy efficiency of housing stock through investment in insulation and renewable and other energy measures.
- Ensure that Strategic Environmental Assessments for all council plans, policies and strategies are undertaken to ensure that sustainability and climate change considerations are fully evaluated.
- Continue to replace/improve street and festive lighting with low energy technologies.

-  Link to:  
[Sustainable development performance at a glance report](#)  
[Waste Management performance at a glance report](#)

Follow the link to the council's magazine 'The Reporter' with articles on:


- 'Moving heaven and earth to save the planet' (page 29) on the council's new, updated sustainability strategy in [The Reporter Winter 2013](#)
- 'Don't idle away kids health' - council launches campaign to reduce pollution around school (page 29) in [The Reporter Spring 2014](#)

We have reported our climate change and sustainability actions annually since signing Scotland's Climate Change Declaration in 2007. The 2013-14 annual report has now been published [Annual Report 2013-2014](#).

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

	2011-12	2012-13	2013-14	Are we improving?
<b>SLC</b>	<b>35.7%</b>	<b>37.7%</b>	<b>39.1%</b>	Yes 
Scotland	41.0%	41.7%	42.2%	

The proportion of council dwellings that are energy efficient has been steadily increasing over the past 3 years as a direct result of the council's investment programme targeting insulation and the renewal/upgrades of heating systems.

	2011-12	2012-13	2013-14	Are we improving?
<b>SLC</b>	<b>68.0%</b>	<b>78.7%</b>	<b>90.5%</b>	Yes 
Scotland	81.2%	88.8%	94.0%	



## Raise educational achievement and attainment

### Lead – Education Resources

Other contributing services: [Social Work Resources](#)

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



Our aim is that "All learners in South Lanarkshire achieve the highest possible levels of attainment and achievement". To deliver this we will continue to invest in the school estate, through new or refurbished buildings and that we will support schools, establishments and services to address key developments in the Curriculum for Excellence programme. We will also continue, in partnership with a range of customers and partners, with the development of the [Parental Involvement Strategy](#).



### Achievements for 2013-14



- A further 17 new primary schools have opened with 92 out of the total 127 schools in the modernisation programme now complete. This means that 75% of primary aged pupils are now educated in modernised accommodation, fit for the 21st century.
- The attainment of pupils in South Lanarkshire is increasing. Details of the results can be found at ([Local Government Benchmarking Framework 2013-14](#)) and national figures can be accessed via the new Improvement Service online tool [mylocalcouncil](#).
- A comprehensive consultation on the proposed delivery of 600 hours free nursery provision has been taken forward with Early Years stakeholders, engaging 72 local nurseries, 60 pre-school partners, 2,800 parents and 923 staff. This resulted in Early Years hours increasing in line with government targets.

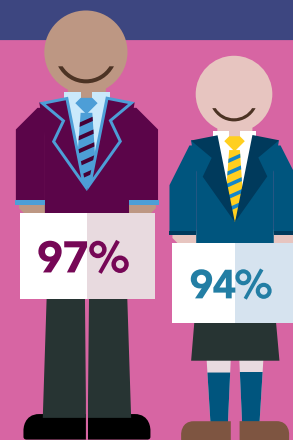
## Raise educational achievement and attainment



- 94% of primary and 97% of secondary school pupils interviewed as part of the HMIE inspection process were satisfied with school.
- 97% of parents were happy with the care and education their child received while in nursery.
- In the 14 school inspection reports published (April 2013 to March 2014) 96% of the quality indicators were evaluated as satisfactory or above.
- The exclusion rates for primary and secondary schools remains low: there was a slight increase for primary pupils and an overall reduction in days lost for secondary pupils.
- An increased number of primary school teachers are now trained to deliver Modern Languages, resulting in increased opportunities for primary children to engage in learning another language.
- **South Lanarkshire Youth Council** members won the final of the **Money for Life Challenge** with their project looking at financial literacy and numeracy.
- The **Child Exploitation Online Protection (CEOP)** safety programme has now been delivered to over 700 Education staff, a wide range of other partner agencies, over 2,000 pupils and over 200 parents and carers. 14 police officers and 16 teaching staff have been trained to deliver the programme.

### Satisfaction

94% of primary and 97% of secondary school pupils interviewed as part of the HMIE inspection process were satisfied with school.



# Raise educational achievement and attainment

## Areas for improvement and action

- We will implement 600 hours of early learning and childcare across local authority and partner provider nurseries.
- We will introduce revised Promoting Positive Relationships and Positive Behaviour Guidelines and monitor the roll-out in establishments and services.

## Next steps

In facing the key challenges involved in the education of children our long term objectives remain consistent; we will:

- Continue to ensure that all learners in South Lanarkshire achieve the highest possible levels of attainment and achievement;
- Continue with the implementation of the Schools Modernisation Programme and our investment in the school estate; and
- Ensure that **Curriculum for Excellence** is fully embedded in all establishments and services.

In taking forward these objectives Education Resources will continue to invest in and develop the primary school estate. We will support schools, establishments and services to address key developments within Curriculum for Excellence.

This will incorporate approaches to enriching the learning experiences of all learners through Assessment is for Learning, Determined to Succeed and Citizenship developments.

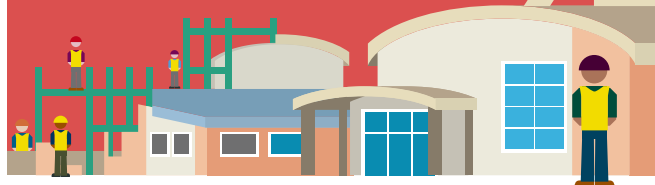


We will, in the context of these developments, support improvement within establishments and services ensuring the best possible education for all learners.

## schools modernisation programme



92 out of the total 127 primary schools in the modernisation programme now complete.

92



# Raise educational achievement and attainment

The percentage of pupils attaining 5+ awards at level 6 (6th Year) has been increasing over the past 3 years. This positive trend can be attributable to many factors not least the efforts of the children and teachers and the high quality learning environments in the refurbished or new school buildings.

Performance Indicator	Comparator	2011-12	2012-13	2013-14	Are we improving?
Pupils attaining 5+ awards at level 6 (LGBF indicator)	SLC	25.0%	25.5%	27.9%	Yes 
	Scotland	25.0%	25.7%	28.1%	
Pupils living in deprived areas attaining 5+ awards at level 6 (LGBF indicator)	SLC	9.3%	8.7%	11.1%	Yes 
	Scotland	9.0%	10.1%	12.6%	

The full results for each secondary school are available [here](#).

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

 Link to:  
[Education of children performance at a glance report](#)

Follow this link for Information on [how to support your child through school](#).

Follow the link to the council's magazine The Reporter with an article 'Classroom revolution' (page 6) on the schools modernisation programme - [The Reporter Winter 2013](#).

The school's capacity to improve is evaluated using quality indicators from '[How good is our school?](#)'





# Improve the quality, access and availability of housing

## Lead – Housing and Technical Resources

Meeting the housing needs and aspirations of the people of South Lanarkshire to have access to enjoy a good quality, affordable home remains a key priority for the council. Access to housing for those in housing need therefore continues to be an area of importance.



A primary focus of our work relates to improving the quality of housing in all tenures. Through significant investment in our housing stock and bringing in partner funding, we have made excellent progress in meeting the **Scottish Housing Quality Standard (SHQS)** and improving the energy efficiency of housing across the area. We recognise that improving the energy efficiency of homes is also one of the main ways in which the council can tackle fuel poverty.

- Tenant satisfaction with the repairs service was 88% very satisfied, with 75% very satisfied with the service.
- Tenant satisfaction with standard of home when moving in was 80%.
- A total of 203 new, affordable homes were delivered, including 67 new build council homes, and 136 new housing association homes.
- As part of the investment programme, 2,541 heating systems were installed against a target of 2,100.

### Achievements for 2013-14



- The percentage of homeless and potentially homeless notifications issued within 28 days of initial notification was 99.8%, exceeding our target of 97%. In addition, the percentage of repeat applications from homeless/potentially homeless applicants was only 5.8%, below our annual target of 7%.
- The percentage of dwellings meeting the Scottish Housing Quality Standard again increased to 82.8% - up 10.9%. The investment in housing stock continues.
- 98.7% of response repairs were completed on time, against our target of 97%.

### Areas for improvement and action



- The sustainment of homelessness tenancies for more than 12 months was 83.5%, which was slightly below the target of 85%. Area Services continues to implement a range of initiatives through Housing Support Offices, including advice and targeted support for the people affected by homelessness. The impact of these initiatives is becoming evident as the result has improved compared with 2012-13.

# Improve the quality, access and availability of housing

## Next steps



- Over the course of 2014-15, the council has set out an extensive range of challenging targets, in relation to repairing and improving homes, collecting revenues, tackling homelessness and re-letting empty homes, together with an ambitious delivery programme for increasing the supply of new council homes and the improvement of the council's housing stock.

[Link to Housing and Homelessness performance at a glance report](#)



The quality of the housing stock can be measured by the percentage of houses meeting the Scottish Housing Quality Standards. This has been steadily improving over the last 3 years for the council and Scotland generally:

Performance Indicator	Comparator	2011-12	2012-13	2013-14	Are we improving?
Percentage of dwellings meeting SHQS	SLC	62.1%	71.9%	82.8%	Yes
	Scotland	66.1%	76.6%	83.7%	

# Improve the quality of the physical environment

## Lead – Community and Enterprise Resources

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



The proposed [South Lanarkshire Development Plan](#) sets out the policies and proposals to guide development in South Lanarkshire from 2014 to 2019.

### Achievements for 2013-14



- We published the proposed South Lanarkshire Development Plan which sets out policies to guide planning decisions and promotes appropriate land use development. Over the year, we processed 4,233 planning and building warrant applications representing several hundred million pounds of investment.
- We carried out the third year of our 5 year investment programme on fixed play areas, with work completed on 13 play areas in 2013-14.
- We completed a number of design projects to improve the quality of the physical environment, including ten play areas, five cemeteries, five open spaces, three parks, one school and one bowling green.
- We acted on over 4,100 pest control requests, 1,359 fly tipping complaints, and 1,134 dog fouling complaints, and on average, responded to over 95% of these within our target response times.
- We acted on 2,823 noise complaints, and responded to these, on average, within 29 minutes, ranking us tenth in comparison to other Scottish local authorities in terms of how quickly we respond to these complaints.
- We improved our street cleanliness survey scores in 2013-14. Following an independent inspection of a sample of streets and other relevant land, 98.9% of streets were considered to be 'acceptably clean' in 2013-14, ranking us fifth in comparison to other Scottish local authorities. Resident satisfaction with the service also improved, with the council's 2014 household satisfaction survey results showing a 16.5% improvement compared to the 2010 results.
- We achieved high independently assessed scores for our grounds maintenance service (scoring 72, against our target of 70) and maintained 3,760 gardens as part of the council's [Care of gardens scheme](#) and almost 2,700 hectares of council land.

# Improve the quality of the physical environment


- Strathaven Park, which is maintained by our Grounds Services teams, won the Beautiful Scotland in Bloom 'People's Choice' Award for the best park in Scotland, as well as the Green Flag Award from Keep Britain Tidy and Keep Scotland Beautiful. The **Green flag award** recognises and rewards the best green spaces in the country. Follow the link to the council's magazine The Reporter with an article 'The People's Park' (page 42) on this award - [The Reporter Winter 2013](#).
- We will maintain land and street cleanliness to a high standard, by achieving high independently assessed scores for our grounds maintenance and street cleaning services and by responding to requests for the removal of fly tipping, hazardous items and graffiti within agreed timescales. We will also take enforcement action in relation to incidents of fly tipping, graffiti, dog fouling and noise.
- We will protect **biodiversity** and enhance Greenspace in South Lanarkshire by running an environmental volunteering programme and by providing support and training to community groups engaged in managing greenspaces, local path networks and local food growing initiatives.
- We will introduce new **wildflower pack** initiatives in South Lanarkshire and submit an application to the Green Flag Award scheme for Cambuslang Park.
- We will manage contaminated land by carrying out our **Contaminated Land Strategy 2013-18** and will undertake activity designed to prevent contamination of the environment by hazards which constitute a danger to health – for example, testing water supplies and responding to pest control requests and reports of stray dogs.

## Areas for improvement and action


- In 2013-14, compared to the Scottish average, the council took longer to make decisions on planning applications. A system of meetings has been set up with Planning Service staff to focus on the progress of planning applications, and our Planning and Building Standards Service will continue to closely monitor performance in this area to ensure that the service is meeting the needs of applicants and the community.

## Next steps

- We will aim to process planning and building warrants efficiently taking account of the appropriate national and local guidance and policy.

 [Link to Planning and Building services performance at a glance report](#)  
[Protective services performance at a glance report](#)

One way to measure the quality of the physical environment is the cleanliness score, attributed to each council annually by Keep Scotland Beautiful. Samples of streets are randomly inspected throughout the year and scored based on the number of pieces of litter found, like cigarette butts, incidences of dog fouling etc. The council's score has been steadily increasing over the last 3 years:

Performance Indicator	Comparator	2011-12	2012-13	2013-14	Are we improving?
Cleanliness score	SLC	97.8%	97.1%	98.9%	Yes 
	Scotland	96.1%	95.8%	96.1%	



# Increase involvement in lifelong learning

## Lead – Education Resources

Scottish Government guidance outlines a commitment to improving literacy capabilities for Scotland's adults.



In addition, the 'More Choices, More Chances' and the '16+ Learning Choices' agendas will continue to be pursued as models for assisting young people to stay in learning after their 16th birthdays in order to secure long term employability prospects and prevent youth unemployment.

## Achievements for 2013-14



- Over 16,000 adults were supported to engage in a range of adult learning programmes.
- The number of participants engaging in programmes of learning increased by 5%.
- **South Lanarkshire Youth Council** members won the Scottish final of the **Money for Life Challenge** with their project looking at financial literacy and numeracy.
- Over 1,100 parents have been supported to improve their literacy and numeracy skills through their participation in a range of opportunities provided by the **Community Learning and Home School Partnership** Teams.

A further **374 young people** have benefitted from participation in **18 literacy and numeracy programmes**



## Areas for improvement and action



- We will deliver services and programmes through the **Community Learning and Development Partnership** to further improve literacy and numeracy skills among young people and adults.

## Next steps



In facing the key challenges involved in increasing involvement in lifelong learning we will:

- Increase levels of achievement through learning for young people.
- Increase levels of achievement through learning for adults: **adult literacy and numeracy**.
- Increase levels of achievement through 'community capacity building' which means adopting methods that will strengthen the combined skills of the community.

 Link to [Education of children performance at a glance report](#)

# Increase involvement in lifelong learning

## Family Man Fun Day

The Family Man Fun Day annual event is seen as an inventive way to promote the role and importance of male carers whilst also providing information on the types of activities that are available to them and their families from Community Learning and Home School Partnership Service and a wide range of partner organisations and businesses from across South Lanarkshire.

The event, in June 2013, was the most successful to date with 1,910 registered participants (up 15% on 2012) and an increased number of partner organisations (up 40%) providing a diverse range of activities for all family members. It promoted the role of male carers in families as: 48% of the adult carers in attendance were male; evaluations from professionals reflected on the positive images of fathers working with their children and evaluations from participants recognised the event as an opportunity to find out more about what is on offer to them.



The event also promoted the community based activities that exist for families in South Lanarkshire and raised the profile of the organisations who deliver them with 70% of survey respondents stating that someone in the family had learned or tried something new at the event.

Evaluations from participants reflected that they had learned about a variety of community based activities that would be applicable to their families from sports to baby and toddler activities.



# Getting it right for every child

## Lead – Social Work Resources

Other contributing services: Education Resources

### Getting it right for every child (GIRFEC)

places the child at the centre and ensures children's service partners work together 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.



GIRFEC continues to be a significant element of Social Work Resources' Child and Family Services as we continue to work with partners in support of Children's Service Planning arrangements.

### Achievements for 2013-14



- We prepared 595 reports for children who were supported through the Children's Hearing system.
- We supported 181 children and young people in foster placements on a full time basis.
- 597 children were looked after by the council. Of these children: 345 (58%) were looked after at home; (120 of these with friends and relatives); 181 (30%) were looked after by foster carers/prospective adopters. 71 children were in residential accommodation, 40 (7%) in the council area, 22 (4%) in residential schools and 7 (1%) required specialist, out of area placements to meet their needs

- An Early Years Collaborative bringing together the council, NHS, voluntary sector and police has been set up and is working to improve outcomes for children, families and communities particularly in the 0-5 age group.

### Areas for improvement and action




- Preparation for joint inspection of children's services.

### Next steps



- Continue with partnership working in support of children's service planning.

 [Link to Child Protection and Children's Social work performance at a glance report](#)

# Getting it right for every child

## South Lanarkshire Young Carers

South Lanarkshire Young Carers Service supports young people between the age of 8 and 18 years, whose life is affected by the need to care for a parent, grandparent, sibling or a close family relative who may be suffering from a long term illness, may have a disability, be experiencing mental health difficulties or be affected by substance misuse issues. One weekend in August each year, Young Carers from across South Lanarkshire attend the annual, residential Scottish Young Carers Festival which targets young people who are significantly socially isolated.

The young people attending the two day event do not know one another, so it is imperative that they have the opportunity to bond and develop relationships within the group. Prior to the festival, the young people are invited to attend activities which promote confidence, team building, communication and peer support.

Everyone attending the Festival sleeps in tents! The group participated in a range of activities including; a silent disco, inflatables, games, drama and music workshops, beauty and holistic therapies and many more. Also, the young people had the opportunity to link with MSPs and prominent figures from local authorities and agencies across Scotland, including Harry Stevenson, Executive Director of Social Work Resources, South Lanarkshire Council. The young people felt valued by being listened to.

The benefits of the weekend were that the young people had a break from caring, the opportunity to participate in new and exciting activities, to gain and develop new friendships, and to promote positive health and wellbeing.

Most importantly the young people had fun and the weekend was full of laughter!





## Improve community safety

### Lead – Housing and Technical Resources

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

The council recognises that effective partnerships play a crucial role in tackling community safety issues, including crime, anti-social behaviour, road/fire/home safety and reduction of violence.



Our main focus and actions are set out in the [Community Safety Strategy 2012-17](#).

### Achievements for 2013-14



- Almost 23,000 young people participated in a wide range of diversionary activities provided through Youth Learning Services: swap and share events, Friday night football and play safe, home safe personal safety. As a direct result of these events, Police Scotland reported a 46% decrease in youth disorder in one area of East Kilbride.



- A revised [Anti Social Behaviour Policy](#) was approved and implemented during the year, continuing to ensure that the council's services tackle and address anti-social behaviour in local communities.
- In assisting in the provision of safe routes to and from school, school crossing patrols were provided at 222 sites.
- A number of road safety projects and schemes were completed throughout the year as well as road improvements such as road markings, signage and speed limit initiatives. These contributed to a reduction in the casualty figures from 640 in 2012 to 613 in 2013.
- The '[Be smart be safe](#)' events run for older members of the community tackle issues such as how to deal with bogus callers and scam letters. The attendees found the events informative (84%) and valuable (89%).
- Crime on public property reduced by 41% reducing costs of damage through vandalism, repairs, Police time and contributing to overall improvements in Community Safety.

# Improve community safety



## Areas for improvement and action



- The cost of crime to general properties was £229,000 which exceeded the target of £205,000, due to high cost incidences of vandalism and theft. Challenging targets have been set for 2014-15.
- It is essential that the council ensures high standards of compliance for **Community Payback Orders** (CPO). Our target is to ensure that 75% of all offenders are seen within one working day of the CPO commencing – in 2013-14 we achieved 64%. This continues to be an area requiring additional supports to be in place to try to maximise offenders attending their appointments, including written communications at various stages in the process and phone calls, as well as face-to-face contact.

## Next steps



Key actions include:

- Tackle crime and **anti-social behaviour**
- Tackle noise/**neighbourhood issues** or disputes
- Tackle alcohol related anti-social behaviour/violence
- Improve public reassurance, confidence and knowledge of services available
- Improve **road**, fire and **home** safety
- Promote services to tackle gender based violence



Link to:

[Protective services performance at a glance report](#)  
[Equalities and Diversity performance at a glance report](#)

Road safety projects contributed to a reduction in road casualty figures of 4% from **640** in 2012 to **613** in 2013.



# Improve and maintain health and increase physical activity

## Lead – Community and Enterprise Resources

Other contributing services:  
South Lanarkshire Leisure and Culture Trust.

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



The council also has a significant role to play in promoting healthier lifestyles through local sports and community facilities operated on its behalf by South Lanarkshire Leisure and Culture (SLLC). The Commonwealth Games hosted by Glasgow provided an ideal platform for promoting sport and physical activity. The council aims to encourage all of its residents to enjoy the benefits of healthier lifestyles.



## Achievements for 2013-14



- Over 9 million attendances were recorded at activities organised by SLLC, an increase of 5% on the previous year.
- An increase in external funding allowed the expansion of key programmes across South Lanarkshire, with one programme 'Weigh to go' expanding from just four sites in 2012 to nineteen classes a week during 2013-14.
- The 'Get fit for the games' marketing campaign to promote fitness membership resulted in 2,214 memberships being sold, 14% more than the initial target and a significant improvement on the previous year's campaign.
- Active Schools delivered 52 different activities over almost 17,000 sessions – a 10% increase compared with the previous year. Participation in these extra curricular opportunities during the year rose by 14%.
- All primary schools are delivering two hours of Physical Education per pupil per week.
- The annual **Crucial Crew** drug safety learning event was delivered to 95% of South Lanarkshire's primary seven pupils.



# Improve and maintain health and increase physical activity



- On an annual basis, we provide 4.4 million nutritious meals. All meals meet the requirements of the Schools (Health promotion and nutrition) (Scotland) Act 2007. Our menus not only meet nutritional guidelines and the criteria of the Soil Association Food for life Bronze Catering mark, but they are consistently the favourite choices of young learners.
- We will promote active ageing for older people through membership of the Activage scheme.
- We will continue to address the health inequalities across the area partnership working with the NHS. Developing and extending the provision of intervention and referral programmes focussing on weight management, addiction, mental health and general physical inactivity.
- Working in partnership with the East Kilbride Town centre owners and SportsScotland, we will progress plans to carry out refurbishment of the East Kilbride Ice Rink. This project will progress in line with the wider town centre development proposals.
- Develop a new grass pitch adjacent to St Leonard's Primary School in partnership with Schools Modernisation Programme.
- Upgrade Strathaven Tennis Courts to all weather surface.

## Areas for improvement and action



- Develop the use of social media in raising awareness of our services.
- Continue to work with partners, particularly the NHS, in developing health and physical activity programmes to those most in need.

## Next steps



- Active Schools staff will play a key role in encouraging participation in physical activity through the development of links between individuals, clubs and community hubs.

 Link to: [Culture and Community services performance at a glance report](#)

Further information can be found in the SLLC Annual Report 2013-14 [SLLC - About us](#).



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

## Lead – Community and Enterprise Resources

Other contributing services: South Lanarkshire Leisure and Culture Trust.

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



## Achievements for 2013-14



- Hamilton Town House joined Chatelherault Country Park and Low Waters Museum in achieving 5 star visitor status as awarded by Visit Scotland. The professionalism, friendliness and welcoming attitude of the staff played a big part in attaining this accolade.
- An expanded children and families programme, along with increased partnership working, contributed to a 3% increase in annual attendances at libraries, whilst the provision of new and refurbished facilities such as at Lanark Memorial and Stonehouse Lifestyles helped Culture Services record a 9% increase in attendances, taking the annual total attendance to just over two million.
- Following completion of a £5.6 million refurbishment and enhancement, Lanark Memorial Hall re-opened to the public in June 2013. During the first 10 months, the venue attracted in excess of 50,000 visitors and general feedback from audiences and performers alike has been very complimentary. The leading groups in the town and the local press have also been very positive about the venue and staff.

- A new Arts Culture and Exercise (ACE) membership was launched in June 2013 to encourage children to be physically active and take up cultural activities. Over 900 children have joined the scheme and we are looking to develop this project further by including library branded classes, targeting both early years and teenagers and develop marketing to include social media.



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



- We will work with partners to maximise the impact that arts, culture and learning activities can have on people's lives through targeted support to communities.

 Link to:  
[Culture and Community services performance at a glance report](#)

Further information can be found in the SLLC Annual Report 2013-14 [SLLC - About us](#).

## Areas for improvement and action

- Develop digital access to the museum collection.
- Improve the diversity and range of cultural opportunities through the increased integration of services.
- Develop the children's library programme.

## Next steps

- We will continue to support the cultural sector through the provision of big events such as the Lego City exhibition, the Young at Heart festival, EK Summerfest and the Mausoleum festival.
- We will maximise opportunities for participation in the cultural life of South Lanarkshire through the development of new facilities, for example Forth Library within the new Forth Primary School in partnership with the schools modernisation programme and extensively refurbishing the Cambuslang Institute.

## Once upon my time

'Once upon my time' was a collaborative storytelling experience working with families who attend the library Book Bug sessions at Biggar Library. The project involved the S5/S6 students and support teachers at Biggar High School, Early Years staff, storyteller Tony Bonning, artist Sarah Wakeford and Community Librarian Susan Lewis from Biggar Library. The project was funded by Clyde Valley Wind Farm and Integrated Children's Services.

The project ran for ten weeks at Biggar Library and comprised of one hour sessions which included stories, songs and creative projects. The students worked with the families and Tony Bonning to create a unique story of each child's life. Working with the artist Sarah Wakeford, families produced artwork for their storybooks. The outcome was a unique personal story about each child with their own artwork. The stories were individually published and presented to each family by Councillor Hamish Stewart and Head teacher Robert Stewart at a special celebratory event at Biggar Library.

# Strengthen partnership working, community leadership and engagement

## Lead – Finance and Corporate Resources

Other contributing services: all Resources

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



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

In the last year we have continued to build on our working relationships with all our partners and further developed the council's role in Community Planning. We have consulted widely with local communities on diverse topics including the council's budget-setting process. Through a number of successful conferences we have sought the views of partners and communities on the future of Community Planning, the impacts of the Government's welfare reform programme, and the approach to tackling poverty in South Lanarkshire.

There are 5 Theme Partnerships involved in delivering the actions included within the Single Outcome Agreement. These are:

- Community Safety
- Economic Growth
- Health and Care
- Getting It Right for South Lanarkshire Children (GIRFSLC)
- Tackling Poverty



# Strengthen partnership working, community leadership and engagement

## Achievements for 2013-14



- A new 10 year (2013-23) Single Outcome Agreement between the Community Planning Partners and the Scottish Government was approved and signed off in September 2013. The SOA sets out plans for partners to work together to deliver better services, with improved results for communities in South Lanarkshire.
- A reporting framework for the new SOA and the Partnership Improvement Plans was agreed and implemented, with the first performance report presented to the Board in December 2013.
- Following consultation with citizens and the council's corporate management team, the website was re-designed to improve customers'/visitors' experience when dealing with the council.
- A full programme of head teacher meetings, Parent council meetings and parent/resident road shows were undertaken throughout the year to support the primary schools modernisation programme.

## Areas for improvement and action



- The council's recent Household Survey identified a number of services and topics in which members of the public in South Lanarkshire thought we could be better.
- The reporting framework for the Single Outcome Agreement needs to be simplified to take into account feedback from community planning partners.

## Next steps



- In terms of those areas of activities identified by the respondents of the Household Survey, improvement activities identified will be incorporated into Resource and Service Plans and taken forward through 2015-16.
- The reporting arrangements for the SOA and Partnership Improvement plans will be reviewed, focusing more clearly on outcomes and actions.



Link to:

[Responsiveness to communities performance at a glance report](#)



In the recent **2014 Household Survey** customer satisfaction with the 'general service' delivered by the council was: **84% of respondents** rated the overall service from the council as 'excellent' or 'good' and **81% of respondents** rated the council 'excellent' or 'good' in keeping the public up to date with what is going on.





## Provide vision and strategic direction

### Lead – Finance and Corporate Resources

Other contributing services: all Resources

The council's vision remains constant:

**'To improve the quality of life of everyone in South Lanarkshire'.**

This clear sense of purpose is established to reflect local needs, the views of local people as well as national priorities.



Through strong and effective leadership, actions will result in improved prospects for all of the people of South Lanarkshire. The Council Plan [Connect](#) is supported by Resource and Service Plans which translate the aims and objectives from Connect to an operational level, understood by all services and employees.

### Achievements for 2013-14



- The council's mainstreaming report containing data on equality outcomes was published in April in line specific duties.
- All Resource/Service Plans were completed on time, followed the corporate guidance and were approved by the relevant Committee. Furthermore the measures and actions arising from these plans were uploaded onto the council's performance management system in order that progress can be monitored and reported throughout the year.

Follow the links to open the individual Resource Plans:

[Finance and Corporate Resources Resource Plan 2014-15](#)

[Community and Enterprise Resources Resource Plan 2014-15](#)

[Housing and Technical Resources Resource Plan 2014-15](#)

[Education Resources Resource Plan 2014-15](#)

[Social Work Resources Resource Plan 2014-15](#)

### Areas for improvement and action



- Ensure that Resource Plans and other strategic documents of the council continue to reflect the vision, objectives and priorities as set out in the Council Plan, Connect. In addition, these documents and their contents must be communicated clearly to staff, the public and our partner organisations.

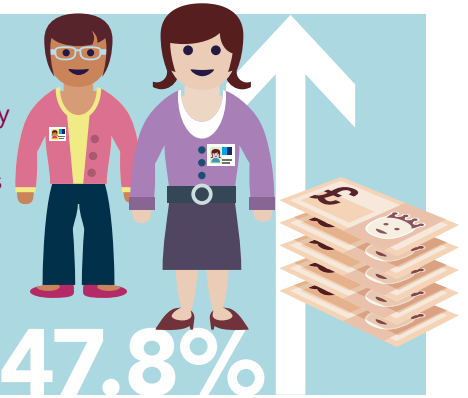
# Provide vision and strategic direction

## Next steps



- During 2014-15 we will be carrying out a mid term review of the Council Plan Connect 2012-17 to ensure that the information remains current and relevant and that the outcomes continue to be focused.
- Ensure that the requirements of the Equalities Act 2010 continue to be met.

In terms of equality the percentage of council employees in the **top 5% of earners** that are women is steadily increasing and is now **47.8%**



# Promote performance management and improvement

## Lead – Finance and Corporate Resources

Other contributing services: all Resources

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



## Achievements for 2013-14



- The council's second Annual Performance Report was published for the 2012-13 results in a revised format as a result of input from the Accounts Commission and the Citizens' Panel consultation. We ensured that our language was clear and that financial information was clearly presented and explained. The web document also allowed us to include many links and signposts to additional reports and information that the public would find useful and informative.



- The Local Area Network (LAN) comprises representatives of all the scrutiny bodies who engage with the council eg: Audit Scotland, Care Inspectorate, and Police Scotland. During 2013-14, the LAN reported that 'South Lanarkshire Council continued to take forward its improvement agenda and provided high quality public services. The council shows good self-awareness of what it needs to do to deliver its aspirations for the area and a strong commitment to continuous improvement'.
- The Efficiency Statement was reported to the relevant council committees and submitted to COSLA by the due date.
- Performance is measured and recorded through the council's performance management system IMPROVe and presented to senior managers and the Corporate Management Team and reports to Committees every 6 months. All reported were submitted on time and any measures not meeting their targets were followed up/investigated.





## Areas for improvement and action



- Audit Scotland carries out an annual assessment of locally published performance information for each Scottish council. A national report on the 2012-13 results was presented in June 2014 and concluded that whilst public performance reporting arrangements continue to improve there were a number of general areas to be considered. South Lanarkshire Council has proposed an action plan which should ensure Audit Scotland's requirements are met and provide clearer performance information for the public to assess and understand. This has resulted in the preparation of the 'Performance at a glance' reports which are available to view on the [performance pages of the council's website](#).
- Work is also underway to refresh the style, content and accessibility of performance information on our website.

## Next steps



- Along with the ongoing scrutiny of performance and the planned improvement activity highlighted within the annual Resource and Service Plans, the council uses EMPOWER (a self-assessment framework) to help assess how well services are performing and identify areas for improvement. We will continue to deliver our programme of assessments across the council during 2014-15.
- Further developments to the public performance reporting information will be made once Audit Scotland carries out its 2015 review. In addition, feedback from our customers will also be taken on board.
- Work will continue in pursuing benchmarking and 'good practice' discussions with our Family Group of other, comparable local authorities.



Link to Local Government Benchmarking Framework (LGBF):

- [Improvement Services \(LGBF\)](#)
- The council uploaded a report detailing our 2013-14 LGBF results – click [here](#) to view

**IMPROVe** is our system for managing and reporting performance and is used in all council Resources, enabling us to track progress against our key commitments and service priorities - as set out in Resource Plans and in the Council Plan, [Connect](#).



# Embed governance and accountability

## Lead – Finance and Corporate Resources

Other contributing services: all Resources

The council conducts its 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.

## Achievements for 2013-14



- The Annual Governance Statement was included in the council's Annual Accounts and assessed by our external auditors PricewaterhouseCoopers. The Good Governance Statement provides assurance that the council is delivering services and conducting its business to expected standards.
- The annual assessment of Risk management arrangements shows improving compliance and a positive report was received.
- The council's Annual Report and Accounts 2013-14 was submitted to the external auditors PricewaterhouseCoopers and a clear audit certificate was applied.

## Areas for improvement and action



- During 2013-14 the percentage of audit actions delivered by the due date missed its target of 90% by 1%.

## Next steps



- Good Governance materials will be included within the learning and development programme, designed to increase awareness of these issues, particularly with elected members.
- The governance framework will be reviewed in line with new international governance recommendations for 2014-15.

# Achieve efficient and effective use of resources

## Lead – Finance and Corporate Resources

Other contributing services: all Resources

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

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



## Achievements for 2013-14



- In the most challenging economic environment in a generation, the council continues to balance its budget. In 2013-14 the council set, and balanced, a revenue budget of £666 million and at the same time achieved £12 million savings on the previous year's revenue budget and ensured no increase in Council Tax.
- The council received a clean Audit Certificate on its accounts after extensive reviews carried out by our external auditors PricewaterhouseCoopers.
- Further savings and important decisions are required for the years ahead and so we have begun extensive consultation on savings and efficiencies with elected members and the Citizens' Panel.
- The council attracted £6 million in external funding support from the European Union, lottery and other related sources, exceeding our annual target of £3 million.
- The proportion of the council's operational buildings that are suitable for their current use increased to 94% - the highest in Scotland.

# Achieve efficient and effective use of resources

## Areas for improvement and action



- Due to funding constraints the council delayed its implementation of an online Licensing and Registration system. This project will continue to be considered in 2014-15.
- The number of days lost through employee sickness absence for the council as a whole fell to 9.3 days, which is an improvement in performance. However, this is higher than the national average of 9.2 days. We will continue to ensure that all policies are adopted consistently throughout the council and that all employees receive all the support they require to ensure that absence is minimised.
- It is vital that high levels of income collection are maintained by the council. The amount of council Tax collected as a percentage of the total income due for the year was 95.7% against a target of 95.8%. There will continue to be a focus on collecting all income that is due to the council.

## Next steps



- The economic position, both locally and nationally, continues to be challenging and is set to remain that way for the foreseeable future. The focus for the council will be to continue to set a balanced budget, to continue to achieve financial efficiencies, making savings wherever possible whilst still providing high quality services.
- The percentage of council houses that are energy efficient rose significantly to 90.5% in 2013-14. Further investment in properties, including heating systems and insulation is planned over the coming years which will further improve the energy efficiency of these houses.
- IT Services will continue to develop and implement information technology solutions that support the efficiencies as determined by the council.



Link to:


[Employees performance at a glance report](#)  
[Assets performance at a glance report](#)




# Achieve efficient and effective use of resources

Employees are our biggest asset and account for a significant proportion of budget across the services provided by the council. It is important that value for money is achieved.

One way of measuring this is the number of employee days lost through sickness absence. The results over the last 3 years for the council have fluctuated but are in line with the Scottish averages. Improving results have been recorded between 2012-13 and 2013-14, and the council policies and procedures to ensure that sickness absence is minimised are continually refreshed and fully rolled out across services.

Performance Indicator	Comparator	2011-12	2012-13	2013-14	Are we improving?
Employee days lost through sickness absence	SLC	9.1 days	9.8 days	9.3 days	Yes 
	Scotland	9.1 days	9.8 days	9.2 days	

The council aims to retain employees – their skills, knowledge and experience are critical to the delivery of our services. To measure our success, labour turnover rates are recorded.

Performance Indicator	2011-12	2012-13	2013-14	Are we improving?
The council's labour turnover rate Target: at or less than 5%	1.8%	2.2%	2.2%	Yes 

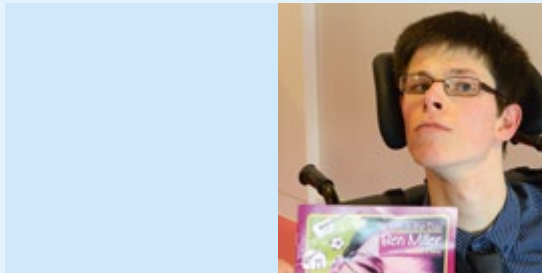




## Performance at a glance and feedback survey

**Connect**, the Council Plan, outlines the council's objectives for 2012-17. Each year we produce an Annual Performance Report which details how we have performed in achieving these objectives.

To complement the Annual Performance Report this year we have created a suite of individual performance reports which focus on key areas of council business – 'Performance at a glance'. Each report includes a clear presentation of data, targets (where available), narrative to introduce and explain the performance indicators and results, comparisons (where available), customer feedback, satisfaction statistics and links or signposts to further relevant information. We hope that this will make it easier to understand how we are performing and how we are seeking to improve.



# Performance at a glance and feedback survey

Please click on the links to access the following reports:

## Services

- Benefits administration
- Child protection and social work
- Community care
- Criminal justice social work
- Cultural and community services
- Education of children
- Housing and homelessness
- Planning
- Protective services
- Roads and lighting
- Waste management

## Management of the council

- Assets
- Complaints
- Employees
- Equalities and diversity
- Procurement
- Responsiveness to communities
- Revenue and service costs
- Sustainable development

The results of many performance indicators and measures are gathered throughout the year on our performance management system **IMPROVe** and reported to management teams and Committees where they are discussed and actions agreed.

If there is any other information or a service you would like reported on in the future, please contact us at [Performance@southlanarkshire.gov.uk](mailto:Performance@southlanarkshire.gov.uk)



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

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





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

Phone: 0303 123 1015

Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)

