



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 07 February 2023

Dear Councillor

Finance and Corporate Resources Committee

The Members listed below are requested to attend a meeting of the above Committee to be held as follows:-

Date: Wednesday, 15 February 2023

Time: 14:00

Venue: Hybrid - Council Chamber, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

Members

Lesley McDonald (Chair), Walter Brogan (Depute Chair), Celine Handibode (Depute Chair), Joe Fagan (ex officio), Alex Allison, Mathew Buchanan, Andy Carmichael, Maureen Chalmers, Margaret Cooper, Andrea Cowan, Maureen Devlin, Colin Dewar, Mary Donnelly, Grant Ferguson, Gladys Ferguson-Miller, Graeme Horne, Martin Hose, Katy Loudon, Hugh Macdonald, Catherine McClymont, Elaine McDougall, Mark McGeever, Richard Nelson, Mo Razzaq, John Ross, Graham Scott

Substitutes

John Bradley, Archie Buchanan, Ross Gowland, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Carol Nugent, Norman Rae, Dr Ali Salamati, David Watson

BUSINESS

1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 12
Minutes of the meeting of the Finance and Corporate Resources Committee held on 16 November 2022 submitted for approval as a correct record. (Copy attached)

- 3 Minutes of Appeals Panel** 13 - 16
Minutes of the meeting of the Appeals Panel held on 23 November and 21 December 2022 submitted for approval as a correct record. (Copies attached)

Monitoring Item(s)

- 4 Revenue Budget Monitoring 2022/2023 - Finance and Corporate Resources** 17 - 26
Report dated 10 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 Capital Budget Monitoring 2022/2023 - Finance and Corporate Resources** 27 - 30
Report dated 17 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 Finance and Corporate Resources – Workforce Monitoring – September to November 2022** 31 - 38
Report dated 11 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 Council-wide Workforce Monitoring – September to November 2022** 39 - 60
Report dated 11 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 Treasury Management Activity – 2022/2023 Third Quarter Review** 61 - 68
Report dated 6 February 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Decision

- 9 Revenue Collection and Approval for Write Offs** 69 - 74
Report dated 25 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 10 Non-Domestic Rates – Empty Property Relief Policy** 75 - 84
Report dated 25 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 11 Procurement Strategy Action Plan – Mid Year Update (2022/2023)** 85 - 94
Report dated 13 January 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)

**12 Finance and Corporate Resource Plan - Quarter 2 Progress Report 95 - 112
2022/2023**

Report dated 20 December 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Urgent Business

13 Urgent Business

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name:	Carol Lyon
Clerk Telephone:	07385370065
Clerk Email:	carol.lyon@southlanarkshire.gov.uk

FINANCE AND CORPORATE RESOURCES COMMITTEE

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Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 16 November 2022

Chair:

Councillor Lesley McDonald

Councillors Present:

Councillor Alex Allison, Councillor Walter Brogan (Depute), Councillor Mathew Buchanan, Councillor Andy Carmichael, Councillor Maureen Chalmers, Councillor Margaret Cooper, Councillor Andrea Cowan, Councillor Colin Dewar, Councillor Mary Donnelly, Councillor Grant Ferguson, Councillor Gladys Ferguson-Miller, Councillor Celine Handibode (Depute), Councillor Graeme Horne, Councillor Gavin Keatt (*substitute for Councillor Maureen Devlin*), Councillor Richard Lockhart (*substitute for Councillor Richard Nelson*), Councillor Katy Loudon, Councillor Catherine McClymont, Councillor Mark McGeever, Councillor Carol Nugent (*substitute for Councillor John Ross*), Councillor Mo Razzaq, Councillor Dr Ali Salamati (*substitute for Councillor Hugh Macdonald*), Councillor Graham Scott

Councillors' Apologies:

Councillor Maureen Devlin, Councillor Joe Fagan (ex officio), Councillor Martin Hose, Councillor Hugh Macdonald, Councillor Elaine McDougall, Councillor Richard Nelson, Councillor John Ross

Attending:

Finance and Corporate Resources

P Manning, Executive Director; G Cochran, Administration Assistant; C Fergusson, Head of Finance (Transactions); T Little, Head of Communications and Strategy; C Lyon, Administration Officer; G McCann, Head of Administration and Legal Services; K McVeigh, Head of Personnel Services; L O'Hagan, Finance Manager (Strategy); B Teaz, Head of IT Services

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Finance and Corporate Resources Committee held on 7 September 2022 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

3 Minutes of Appeals Panel

The minutes of the meetings of the Appeals Panel held on 22 September, 25 October and 1 November 2022 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

4 Minutes of Recruitment Committee

The minutes of the meetings of the Recruitment Committee held on 9 and 20 September and 24 October 2022 were submitted for approval as a correct record.

The Committee decided: that the minutes be approved as a correct record.

5 Revenue Budget Monitoring 2022/2023 – Finance and Corporate Resources

A report dated 19 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure for the period 1 April to 7 October 2022 against budgeted expenditure for 2022/2023 for Finance and Corporate Resources.

As at 7 October 2022, there was a breakeven position against the phased budget, detailed in Appendix A to the report.

The forecast to 31 March 2023 was a breakeven position.

Virements were proposed to realign budgets and those movements were detailed in the appendices to the report.

The Committee decided:

- (1) that the breakeven position, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2023 of a breakeven position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 7 September 2022 (Paragraph 4)]

6 Capital Budget Monitoring 2022/2023 – Finance and Corporate Resources

A report dated 19 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted advising of progress on Finance and Corporate Resources' capital programme for 2022/2023 and summarising the expenditure position at 7 October 2022.

The Finance and Corporate Resources' capital programme for 2022/2023 was £3.695 million. Anticipated spend to date was £1.944 million and spend to 7 October 2022 totalled £2.093 million. This represented an overspend of £0.149 million.

The Committee decided: that the Finance and Corporate Resources' capital programme of £3.695 million and expenditure to date of £2.093 million be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 6)]

7 Finance and Corporate Resources – Workforce Monitoring – July and August 2022

A report dated 5 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the following employee information for Finance and Corporate Resources for the period July and August 2022:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases

- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 11 June 2022

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 7)]

8 Council-wide Workforce Monitoring – July and August 2022

A report dated 14 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period July and August 2022:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 11 June 2022

The Head of Personnel Services responded to members' questions on various aspects of the report. Following detailed discussion around recruitment statistics, specifically in respect of BAME Groups and Veterans, it was agreed that further discussion would take place at the Equal Opportunities Forum and that the Head of Personnel Services would bring a report a future meeting of this Committee. It was also agreed that the analysis of leavers' information be presented as a number rather than a percentage, going forward, in the same way as reported for Finance and Corporate Resources' Workforce Monitoring.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 8)]

Councillor Razzaq left the meeting after this item of business

9 Treasury Management Activity 2022/2023 – Second Quarter Review

A report dated 19 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the second quarter review of Treasury Management activity for 2022/2023.

Details were given on:-

- | | |
|--|----------------------------------|
| ◆ market performance | ◆ management of risk |
| ◆ debt management and borrowing strategy | ◆ next quarter investment plans |
| ◆ investment activity | ◆ treasury management indicators |

Officers responded to a member's question on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 9)]

10 Revenue Collection and Approval for Write-Offs 2022/2023

A report dated 28 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ collection performance for the financial year 2022/2023 to 30 September 2022 on revenue income which comprised Council Tax, non-domestic rates, sundry debts and arrears
- ◆ performance in the Business Rates Incentivisation Scheme (BRIS)
- ◆ the write-off of irrecoverable Council Tax, non-domestic rates, BID levy, sundry debt, Housing Rent and associated charges, and school meals debt

Details were provided on collection targets and, at this stage, the Council was ahead of target but behind comparable performance from 2021/2022 in respect of Council Tax and non-domestic rates. In respect of sundry debt, the Council was ahead of target and of comparable performance from 2021/2022.

Performance against the BRIS target was closely monitored. As previously advised to Committee, the scheme had been suspended for 2020/2021 and 2021/2022 due to the impact of COVID-19. Further guidance was awaited from the Scottish Government.

As agreed by the Executive Committee at its meeting on 21 September 2022, school meals debt would be taken forward in line with the process for other debt, and that formal write-off of this debt would be made through this Committee.

Education Resources would continue to work with schools to review all remaining amounts owed for school meals. This exercise would be carried out with the utmost sensitivity and would identify further cases where the write-off of debt was deemed appropriate. Those amounts would be presented to a future meeting of this Committee for approval to write-off.

It was proposed that the following debts be written off:-

- ◆ irrecoverable Council Tax accounts from 1993/1994 to 2022/2023 to the value of £278,833.94 relating primarily to prescribed debt, sequestrations and estates of the deceased
- ◆ irrecoverable non-domestic rates from 2020/2021 to 2022/2023 to the value of £260,624.83 relating primarily to debtors in liquidation, had ceased trading or had been sequestrated
- ◆ write-off of Business Improvement District (BID) levies totalling £2,309.50 administered by the Council on behalf of Hamilton, Carluke and Lanark BID companies
- ◆ sundry debts to a value of £11,343.86
- ◆ former tenant rent arrears totalling £100,267.62, factoring arrears of £19.60 and Housing Benefit overpayments totalling £20,945.71
- ◆ School Meals Debt totalling £67,803.78

Officers responded to members' questions on various aspects of the report.

The Committee decided:

- (1) that the Council's performance in the collection of revenues be noted;
- (2) that the Council's performance against the Business Rates Incentivisation Scheme target be noted; and
- (3) that the write-off of the following irrecoverable debts be approved:-
 - ◆ Council Tax debt from 1993/1994 to 2022/2023 to the value of £278,833.94
 - ◆ Non Domestic Rates from 2020/2021 totalling £260,624.83
 - ◆ BID levies totalling £2,309.50

- ◆ sundry debts to a value of £11,343.86
- ◆ house rent and associated charges totalling £121,232.93
- ◆ School Meals Debt totalling £67,803.78

[Reference: Minutes of 7 September 2022 (Paragraph 12) and Minutes of the Executive Committee of 21 September 2022 (Paragraph 12)]

11 24-Hour Control Centre – Additional Staffing

A report dated 28 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on additional staffing for the 24-hour control centre at Pollock Avenue, Hamilton.

The Council's 24-hour control centre provided 2 key services to residents, the Alarm Receiving Service and the Out of Hours Emergency Service.

The Alarm Receiving Service received calls or activations from Social Work service users in need of assistance through the community alarm system. The Out of Hours Emergency Service dealt with calls in relation to any Council service outwith normal office hours.

The current establishment comprised of 2 Team Leaders, 21 Call Services Assistants, 1 Administration Assistant and 9 sessional/casual Call Services Assistants. The Team Leaders and administration employees worked normal office hours and the remaining employees covered a pattern of 3 shifts.

The Council also had a contract with Tunstall Healthcare (UK) Limited for the provision of staffing to support the Alarm Receiving Service in the event of staff shortages. This service was necessary as it was not always possible to obtain cover from the existing employee pool. In September 2021, Tunstall Healthcare (UK) Limited provided notice to the Council that they would be withdrawing this service from 1 January 2022 due to difficulties experienced with recruitment and retention.

As a direct result of this, 2 additional full-time employees were recruited in November 2021 within the Alarm Receiving Service, for a temporary period of 12 months, covering the period 1 January 2022 to 31 December 2022. The additional staffing provided a more consistent level of cover and offset the impact of the withdrawal of the support from Tunstall Healthcare (UK) Limited.

The appointment of the 2 additional temporary employees had reduced the need for overtime and also meant that the Council no longer had to pay for external support. It was proposed that the 2 existing full-time equivalent (FTE) temporary Call Services Assistant posts on Grade 2, Level 1 plus 4 (£25,822 to £26,150) be made permanent and added to the establishment of the 24-hour control centre within Finance and Corporate Resources.

Officers responded to members' questions on various aspects of the report.

The Committee decided: that the 2 existing FTE temporary Call Services Assistant posts, as detailed in Section 5 of the report, be made permanent and added to the establishment of the 24-hour control centre within Finance and Corporate Resources.

In terms of Standing Order No 14, the Chair adjourned the meeting at 2.58pm and reconvened at 3.10pm. Councillor Cooper was not present when the meeting reconvened

12 Early Retirement, Voluntary Severance and Switch 2

A report dated 18 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on early retirements, voluntary severances, and the Switch 2 programme for the period 1 April to 30 September 2022.

Officers responded to a member's questions on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 22)]

13 Update of the Finance and Corporate Resources' Risk Register and Risk Control Plan

A report dated 18 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the Risk Register and Risk Control actions for Finance and Corporate Resources.

The Resource had followed Council guidance in developing, monitoring, and updating its Risk Control Register on an ongoing basis. The Register had been developed to ensure that the Resource was fully aware of the main risks that it had, was able to prioritise those risks and had controls in place to eliminate or minimise the impact of risk.

The scoring matrix and definitions for likelihood and impact were outlined in Appendix 1 to the report. This had resulted in risks being scored between 1 to 25 (low to very high). Risks were scored on their inherent risk (risk if nothing was done) and their residual risk (risk after applying controls).

The Risk Register had been developed and was monitored on an ongoing basis to add any new risks and to review the scores of existing risks. The main changes to the Finance and Corporate Resources' risk profile from last year were:-

- ◆ 4 new, very high risks had been added to the risk register:-
 - ◆ 'the Council was unable to support households most significantly impacted by the cost of living crisis, resulting in increasing levels of poverty, debt and damage to health'
 - ◆ 'the Council fails to deliver the objectives of the Community Wealth Building Strategy'
 - ◆ 'the Council was materially affected by the implications arising from the National Care Service Bill'
 - ◆ 'disruption to council services as a result of industrial action'
- ◆ 1 new high risk had been added, 'failure to achieve the outcomes of the Council Plan'
- ◆ the high scored 'EU Exit' risk had been removed
- ◆ the risk score for the 'pandemic' risk changed from very high to high

Risks scored 15 to 25 were considered very high and risks scored 8 to 12 were considered high risks. The top risks identified for the Resource were detailed in Appendix 2 to the report.

Appendix 3 provided a comparison of risk scores for 2021 and 2022 and also detailed changes in risk descriptions.

There were 4 risk control actions due for delivery between April and September 2022. 3 had been completed on time, with one ongoing.

7 actions were due for completion during 2021/2022 and had been completed.

There were currently 9 risk actions due for completion during the remainder of 2022/2023, with a further 2 actions due to be completed in 2023/2024. Details of those actions were noted at Appendix 4 to the report. Outstanding actions to mitigate the risks would be progressed by relevant officers.

Within Finance and Corporate Resources, 4 partnerships had been identified, of which the Community Planning Partnership (CPP) had been assessed as high risk and the remaining 3 partnerships had been assessed as low risk.

Appropriate risk management arrangements were in place for the CPP, with regular reports on its risk register and action plan presented to the CPP Board.

The Committee decided:

- (1) that the contents of the Finance and Corporate Resources' Risk Register be noted; and
- (2) that it be noted that the outstanding risk control actions would be progressed by relevant officers.

[Reference: Minutes of 10 November 2021 (Paragraph 13)]

14 Notification of Contracts Awarded – 1 April to 30 September 2022

A report dated 4 October 2022 by the Executive Director (Finance and Corporate Resources) was submitted on contracts awarded by Finance and Corporate Resources during the period 1 April to 30 September 2022.

In terms of Standing Order Nos 21.8 and 22.5 of the Standing Orders on Contracts, Resources were required to notify the relevant Committee of contracts awarded. Details of the contracts awarded by Finance and Corporate Resources were provided in the appendix to the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 21)]

15 Safety at Sports Grounds – Issue of Special Safety Certificate for Fireworks Event - New Douglas Park

A report dated 4 November 2022 by the Executive Director (Finance and Corporate Resources) was submitted on action taken, in terms of Standing Order No 37(c) in view of the timescales involved, by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to issue a Special Safety Certificate for the North and West Stands, Hamilton Academical Football Club (HAFC) Stadium Limited, New Douglas Park, Cadzow Avenue, Hamilton.

An application for a Special Safety Certificate had been received from HAFC Stadium Limited to hold a fireworks event on 4 November 2022. As the certificate was required to be issued prior to the event, the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, approved the issue of the Special Safety Certificate, subject to the completion of a satisfactory site inspection.

A site inspection, attended by representatives of South Lanarkshire Sports Grounds Safety Advisory Group, had subsequently taken place on 4 November 2022. Representatives were satisfied with the event arrangements and the Special Safety Certificate had been issued prior to the admission of spectators.

The Committee decided:

that the action taken, in terms of Standing Order No 37(c), by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to issue a Special Safety Certificate for the North and West Stands, HAFC Stadium Limited, New Douglas Park, Cadzow Avenue, Hamilton, be noted.

[Reference: Minutes of 7 September 2022 (Paragraph 23)]

16 Urgent Business

There were no items of urgent business.

APPEALS PANEL

Minutes of meeting held in Committee Room 2, Council Offices, Almada Street, Hamilton on 23 November 2022

Chair:

Councillor Celine Handibode

Councillors Present:

Councillor Gavin Keatt, Councillor Helen Toner

Attending:

Finance and Corporate Resources

H Calley, Administration Officer; E Maxwell, HR Business Manager

1 Declaration of Interests

No interests were declared.

2 Urgent Business

There were no items of urgent business.

3 Exclusion of Press and Public

The Panel decided:

that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the next item of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph 1 of Part I of Schedule 7A of the Act.

4 Appeal Against Dismissal

The Panel considered an appeal (Ref 6/22) by an employee against their dismissal.

The appellant was present and represented by a trades union representative. The Council was represented by a Personnel Adviser. The Council called a witness and the appellant's representative called the appellant. All parties were heard in relation to the appeal and then withdrew from the meeting.

The Panel decided:

that the grounds of the appeal had not been substantiated and the appeal be not upheld.

APPEALS PANEL

Minutes of meeting held in Committee Room 2, Council Offices, Almada Street, Hamilton on 21 December 2022

Chair:

Councillor Lesley McDonald

Councillors Present:

Councillor Mathew Buchanan, Councillor Ali Salamati

Attending:

Finance and Corporate Resources

H Calley, Administration Officer; G Robertson, Personnel Adviser

1 Declaration of Interests

No interests were declared.

2 Urgent Business

There were no items of urgent business.

3 Exclusion of Press and Public

The Panel decided:

that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the next item of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph 1 of Part I of Schedule 7A of the Act.

4 Appeal Against Final Written Warning

The Panel considered an appeal (Ref 9/22) by an employee against their final written warning.

The appellant was present and represented themselves. The Council was represented by a Human Resources Business Manager. The Council called a witness. All parties were heard in relation to the appeal and then withdrew from the meeting.

The Panel decided:

that the grounds of the appeal had not been substantiated and the appeal be not upheld.

Report

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Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Revenue Budget Monitoring 2022/2023 - Finance and Corporate Resources
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2022 to 29 December 2022 for Finance and Corporate Resources
- ◆ provide a forecast for the year to 31 March 2023

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the breakeven position on the Finance and Corporate Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2023 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

- 3.1. This is the third revenue budget monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2022/2023.
- 3.2. The report details the financial position for Finance and Corporate Resources on Appendix A, along with variance explanations in Appendices B-H. This also includes the forecast position to end March 2023.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. **Probable Outturn:** Following the Council's formal Probable Outturn exercise, the Resource is forecasting a breakeven position. The Resource has no proposed transfers to reserves at this point. This will be confirmed at the year-end.
- 5.2. The Resource position is outlined in Appendix A.
- 5.4. **Position as at 29 December 2022:** As at 29 December 2022, the Resource position is breakeven.
- 5.6. The budget included in Transactions (Appendix C) includes funding for Child Bridging Payments (£1.890 million) advised as part of Finance Circular 11/2022.

5.7. Virements are proposed to realign budgets. These movements are detailed in the appendices to this report, as appropriate.

6. Climate Change, Sustainability and Environmental Implications

6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

7.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. There are general inflation and budget pressures this year which increase the risk of overspend however we have mitigated this going forward by providing additional funds in future years' budget strategy, and in this year, through some reserve funds available. There are also emerging underspends in employee costs which will help offset increasing inflationary pressures.

7.2. We will also continue to monitor the actual impact through four weekly budget monitoring meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.

8. Equality Impact Assessment and Consultation Arrangements

8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

8.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

Paul Manning

Executive Director (Finance and Corporate Resources)

10 January 2023

Link(s) to Council Values/Priorities/Outcomes

♦ Accountable, Effective, Efficient and Transparent

Previous References

♦ None

List of Background Papers

♦ Financial ledger and budget monitoring results to 29 December 2022

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:

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E-mail: lorraine.o'hagan@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 29 December 2022 (No.10)

Finance and Corporate Resources Summary

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 29/12/22 £000	Actual 29/12/22 £000	Variance 29/12/22 £000		% Variance 29/12/22
Employee Costs	38,472	37,753	719	28,059	27,811	248	Under	0.9%
Property Costs	1,831	1,791	40	1,427	1,391	36	Under	2.5%
Supplies & Services	12,354	12,404	(50)	8,398	8,474	(76)	Over	(0.9%)
Transport & Plant	73	63	10	44	43	1	Under	2.3%
Administration Costs	8,971	9,210	(239)	6,406	6,625	(219)	Over	(3.4%)
Payments to Other Bodies	9,890	9,929	(39)	5,658	5,734	(76)	Over	(1.3%)
Payments to Contractors	259	250	9	223	218	5	Under	2.2%
Transfer Payments	65,197	63,553	1,634	48,339	46,812	1,527	Under	3.2%
Financing Charges	1,230	1,310	(80)	934	949	(15)	Over	(1.6%)
Total Controllable Exp.	138,267	136,263	2,004	99,488	98,057	1,431	Under	1.4%
Total Controllable Inc.	(90,509)	(88,505)	(2,004)	(54,986)	(53,555)	(1,431)	Under Recovered	2.6%
Net Controllable Exp.	47,758	47,758	0	44,502	44,502	0	-	0.0%

Variance Explanations

Variance explanations are shown in Appendices B to H as appropriate.

Budget Virements

Budget virements are shown in Appendices B to H as appropriate.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 29 December 2022 (No.10)

Finance – Strategy Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22		% Variance 29/12/22	
	£000	£000	£000	£000	£000	£000			
<u>Budget Category</u>									
Employee Costs	3,048	3,036	12	2,194	2,164	30	Under	1.4%	1, a
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	19	16	3	10	9	1	Under	10.0%	
Transport & Plant	0	0	0	0	1	(1)	Over	n/a	
Administration Costs	112	113	(1)	105	106	(1)	Over	(1.0%)	
Payments to Other Bodies	516	521	(5)	353	353	0	-	0.0%	
Payments to Contractors	22	22	0	15	15	0	-	0.0%	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	16	21	(5)	12	11	1	Under	8.3%	
Total Controllable Exp.	3,733	3,729	4	2,689	2,659	30	Under	1.1%	
Total Controllable Inc.	(1,604)	(1,588)	(16)	(79)	(67)	(12)	Under recovered	15.2%	
Net Controllable Exp.	2,129	2,141	(12)	2,610	2,592	18	Under	0.7%	

Variance Explanations

1. The underspend is a consequence of vacant posts within the Service, which are being considered in line with service requirements

Budget Virements

a. Additional Pay Award: Net Effect £0.114m: Employee Costs (£0.114m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 29 December 2022 (No.10)

Finance – Transactions Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 29/12/22 £000	Actual 29/12/22 £000	Variance 29/12/22 £000		% Variance 29/12/22	
Employee Costs	13,642	13,053	589	9,704	9,447	257	Under	2.6%	1, a, f
Property Costs	1,700	1,688	12	1,369	1,374	(5)	Over	(0.4)%	f
Supplies & Services	5,806	5,763	53	3,430	3,423	7	Under	0.2%	b, f
Transport & Plant	6	3	3	3	1	2	Under	66.7%	
Administration Costs	2,915	2,884	31	2,388	2,325	63	Under	2.6%	c, f, 2
Payments to Other Bodies	2,944	2,995	(11)	1,809	1,815	(6)	Over	(0.3)%	d
Payments to Contractors	237	228	9	208	201	7	Under	3.4%	f
Transfer Payments	65,187	63,553	1,634	48,339	46,812	1,527	Under	3.2%	3,e
Financing Charges	155	165	(10)	85	77	8	Under	9.4%	f
Total Controllable Exp.	92,592	90,282	2,310	67,335	65,475	1,860	Under	2.8%	
Total Controllable Inc.	(69,062)	(67,246)	(1,816)	(48,269)	(46,914)	(1,355)	Under recovered	2.8%	3,f
Net Controllable Exp.	23,530	23,036	494	19,066	18,561	505	under	2.6%	

Variance Explanations**1. Employee Costs**

The underspend is a consequence of vacant posts within the Service, which are being considered in line with service requirements.

2. Administration Costs

The underspend in Administration Costs relates to the timing of spend on the Scottish Child Payment Bridging Payments.

3. Transfer Payments / Controllable Income

The underspend in Transfer Payments reflects the demand lead spend on Rent Allowance and Rent Rebates and is offset by an under-recovery of Income.

Budget Virements

- a. Additional Pay Award: Net Effect: £0.599m, Employee Costs £0.599m.
- b. Child Bridging Payments (General Revenue Grant) Net Effect: £1.980m, Supplies and Services £1.980m
- c. LACER Funding for SWF and Family Wellbeing Support Fund: Net Effect £0.624m: Administration Costs £0.624m.
- d. Additional Funding for the Warm Initiative: Net Effect: £1.445m, Payments to Other Bodies £1.445m.
- e. DHPO Benefit Gap (General Revenue Grant): Net Effect: £0.077m, Transfer Payments £0.077m.
- f. Internal Budget Realignment: Net Effect: £0.000m, Employee Costs £0.225m, Property Costs (£0.015m), Supplies and Services (£0.032m), Administration Costs £0.053m, Payments to Contractors (£0.012m), Financing Charges £0.013m, Income (£0.232m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 29 December 2022 (No.10)

Audit Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22		% Variance 29/12/22	
	£000	£000	£000	£000	£000	£000			
Employee Costs	635	664	(29)	456	488	(32)	Over	(7.0%)	1, a
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	7	7	0	1	2	(1)	Over	(100.0%)	
Transport & Plant	0	0	0	0	0	0	-	n/a	
Administration Costs	6	6	0	4	3	1	Under	25.0%	
Payments to Other Bodies	1	1	0	0	0	0	-	n/a	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	4	4	0	3	3	0	-	0.0%	
Total Controllable Exp.	653	682	(29)	464	496	(32)	Over	(6.9%)	
Total Controllable Inc.	(277)	(306)	29	(1)	(22)	21	Over recovered	(2100.0%)	2
Net Controllable Exp.	376	376	0	463	474	(11)	Over	(2.4%)	

Variance Explanations**1. Employee Costs**

The overspend is mainly due to lower than anticipated staff turnover across the Service to date.

2. Income

The over-recovery of income reflects staff funded by the European Social Fund.

Budget Virements

- a. Additional Pay Award: Net Effect: £0.023: Employee Costs £0.023m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 7 October 2022 (No.7)

Information Technology Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22		% Variance 29/12/22	
	£000	£000	£000	£000	£000	£000			
Employee Costs	5,238	5,274	(36)	3,965	3,984	(19)	Over	(0.5%)	1,a
Property Costs	0	0	0	0	(13)	13	Under	n/a	
Supplies & Services	5,576	5,576	0	4,391	4,417	(26)	over	(0.6%)	b
Transport & Plant	4	4	0	3	2	1	Under	33.3%	
Administration Costs	1,604	1,604	0	937	937	0	-	0.0%	
Payments to Other Bodies	0	0	0	0	0	0	-	n/a	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	631	631	0	525	526	(1)	Over	(0.2%)	
Total Controllable Exp.	13,053	13,089	(36)	9,821	9,853	(32)	Over	(0.3%)	
Total Controllable Inc.	(7,749)	(7,749)	0	(2,125)	(2,132)	7	Over recovered	(0.3%)	
Net Controllable Exp.	5,304	5,340	(36)	7,696	7,721	(25)	Over	(0.3%)	

Variance Explanations**1. Employee Costs**

The overspend is mainly due to lower than anticipated staff turnover across the Service to date.

2. Supplies and Services

The overspend reflects the timing of spend on Computer Equipment Purchases.

Budget Virements**a.** Additional Pay Award: Net Effect £0.185m: Employee Costs (£0.185m).**b.** Transfer from Reserves for LG Digital Transformation Partnership: Net Effect £0.051m, Supplies and Services £0.051m

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 29 December 2022 (No.10)

Personnel Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 29/12/22 £000	Actual 29/12/22 £000	Variance 29/12/22 £000		% Variance 29/12/22	
Employee Costs	9,146	8,801	345	6,840	6,720	120	Under	1.8%	1, a-d,f
Property Costs	113	98	15	49	27	22	Under	44.9%	
Supplies & Services	193	249	(56)	106	128	(22)	Over	(20.8%)	
Transport & Plant	19	10	9	7	5	2	Under	28.6%	
Administration Costs	1,098	1,213	(115)	849	992	(143)	Over	(16.8%)	2
Payments to Other Bodies	4,376	4,399	(23)	2,110	2,180	(70)	Over	(3.3%)	3,e,g
Payments to Contractors	0	0	0	0	2	(2)	Over	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	41	70	(29)	28	40	(12)	Over	(42.9%)	
Total Controllable Exp.	14,986	14,840	146	9,989	10,094	(105)	Over	(1.1%)	
Total Controllable Inc.	(6,194)	(6,226)	32	(1,372)	(1,437)	65	Over recovered	(4.7%)	4,g
Net Controllable Exp.	8,792	8,614	178	8,617	8,657	(40)	Over	(0.5%)	

Variance Explanations**1. Employee Costs**

The underspend in employee costs reflects the level of modern apprentices currently required and also staff working on other funded projects.

2. Administration Costs

The overspend in Administration Costs reflects the level of training costs and medical expenses incurred to date.

3. Payments to Other Bodies

The overspend in Payments to Other Bodies is the timing of spend in relation to the Youth Guarantee Programme. A budget realignment will be funded by a transfer of prior year funding from Reserves.

4. Income

The income over-recovery relates to greater than anticipated contributions for Modern Apprentice Programmes.

Budget Virements

- Additional Pay Award: Net effect: £0.233m, Employee Costs £0.233m.
- Transfer to Corporate Items to support the Wellbeing Day: Net Effect: (£0.300m), Employee Costs (£0.300m).
- Transfer to Corporate Items to support Transformational Change: Net Effect (£0.200m), Employee Costs (£0.200m).
- Drawdown of Young Person Guarantee Funding: Net Effect: £0.540m, Employee Costs £0.540m.
- Drawdown of PACE Funding from Reserves: Net Effect: £0.060m, Payments to Other Bodies £0.060m
- Transfer of budget from Social Work Resources for contribution to the Maximising Attendance Team: Net effect: £0.096m, Employee Costs 0.096m.
- Additional Income in relation to the Kickstart Programme: Net Effect £0.000m, Payments to Other Bodies £0.200m, Income (£0.200m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 7 October 2022 (No.7)

Administration, Legal and Licensing Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 29/12/22	Actual 29/12/22	Variance 29/12/22		% Variance 29/12/22	
	£000	£000	£000	£000	£000	£000			
Employee Costs	4,219	4,260	(41)	3,076	3,118	(42)	Over	(1.4%)	1,a
Property Costs	18	5	13	9	3	6	Under	66.7%	
Supplies & Services	120	170	(50)	45	80	(35)	Over	(77.8%)	
Transport & Plant	14	16	(2)	3	3	0	-	0.0%	
Administration Costs	2,094	2,248	(154)	1,495	1,631	(136)	Over	(9.1%)	2
Payments to Other Bodies	718	718	0	550	550	0	-	0.0%	b
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	32	68	(36)	21	36	(15)	Over	(71.4%)	
Total Controllable Exp.	7,215	7,485	(270)	5,199	5,421	(222)	Over	(4.3%)	
Total Controllable Inc.	(2,941)	(2,738)	(203)	(1,631)	(1,503)	(128)	Under recovered	7.8%	3
Net Controllable Exp.	4,274	4,747	(473)	3,568	3,918	(350)	over	(9.8%)	

Variance Explanations**1. Employee Costs**

The overspend is mainly due to lower than anticipated staff turnover across the Service to date.

2. Administration Costs

The overspend in Administration Costs reflects higher than anticipated spend on a number of budget lines including printing and stationery, and membership fees/subscriptions.

3. Income

The under-recovery is due to a lower level of Licensing and Registration income generated to date and includes the ongoing impact of the pandemic on a number of licenses, including taxi licences being applied for in 2022/2023.

Budget Virements

- Additional Pay Award: Net Effect: £0.132m, Employee Costs (£0.132m).
- Citizen Advice Bureau Funding (Transfer from Communications and Strategy): Net Effect: £0.040m, Payment to Other Bodies £0.040m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 29 December 2022 (No.10)

Communications and Strategy Services

Budget Category	Annual Budget £000	Forecast for Year £000	Annual Forecast Variance £000	Budget Proportion 29/12/22 £000	Actual 29/12/22 £000	Variance 29/12/22 £000		% Variance 29/12/22	
Employee Costs	2,544	2,665	(121)	1,824	1,890	(66)	Over	(3.6%)	1,a,b
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	633	633	0	415	415	0	Over	0.0%	
Transport & Plant	30	30	0	28	31	(3)	Over	(10.7%)	
Administration Costs	1,142	1,142	0	628	631	(3)	Over	(0.5%)	
Payments to Other Bodies	1,335	1,335	0	836	836	0	-	0.0%	c,d
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	351	351	0	260	256	4	Under	1.5%	
Total Controllable Exp.	6,035	6,156	(121)	3,991	4,059	(68)	Over	(1.7%)	
Total Controllable Inc.	(2,682)	(2,652)	(30)	(1,509)	(1,480)	(29)	Under recovered	1.9%	
Net Controllable Exp.	3,353	3,504	(151)	2,482	2,579	(97)	Over	(3.9%)	

Variance Explanations**1. Employee Costs**

The overspend is mainly due to lower than anticipated staff turnover across the Service to date.

Budget Virements

- Additional Pay Award: Net Effect £0.093m. Employee Costs £0.093m.
- Emergency Planning Team Transfer: Net Effect £0.136m, Employee Costs £0.136m
- Citizen Advice Bureau Funding (Transfer to Admin, Legal and Licensing): Net Effect (£0.040m), Payment to Other Bodies (£0.040m).
- Additional Foodbank Funding (Transfer from Transactions): Net Effect £0.100m, Payment to Other Bodies £0.100m

Report

5

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Capital Budget Monitoring 2022/2023 - Finance and Corporate Resources
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the progress of the capital programme for Finance and Corporate Resources for the period 1 April 2022 to 29 December 2022

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the Finance and Corporate Resources capital programme of £3.695 million, and expenditure to date of £2.832 million, be noted; and
- (2) that the projected outturn of £4.4 million be noted.

3. Background

- 3.1. This is the third capital monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2022/2023. Further reports will follow throughout the year.
- 3.2. The budget of £3.695 million for Finance and Corporate Resources is based on the overall Capital Programme for 2022/2023, which was approved by the Executive Committee on 29 June 2022. There has been no change to this budget since the last report to this Committee (16 November 2022).
- 3.3. The report details the financial position for Finance and Corporate Resources in Appendix A.

4. Employee Implications

- 4.1. There are no employee implications as a result of this report.

5. Financial Implications

5.1. 2022/2023 Budget

As detailed in Section 3.2, the 2022/2023 capital programme for Finance and Corporate Resources is £3.695 million.

5.2. 2022/2023 Outturn

Work has been ongoing to monitor the predicted spend position for this financial year and current estimates from Finance and Corporate Resources suggest an outturn of £4.4 million, an overspend of £0.705 million. This mainly relates to the timing of spend on the Oracle Fusion project, with funding for the overall spend on this project already identified into next financial year.

5.3. Period 10 Position

Anticipated spend to date was £2.247 million and spend to 29 December 2022 amounts to £2.832 million, an overspend of £0.585 million. Again, this mainly reflects the timing of spend on the Oracle Fusion project.

6. Climate Change, Sustainability and Environmental Implications

- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

- 7.1. The main risk associated with the Council's Capital Programme is an overspend. There are detailed project management plans prepared and the risk of overspend on each project is monitored through four weekly investment management meetings.
- 7.2. The Council continues to experience material shortages, longer lead times and extraordinary inflationary price increases and it is anticipated that this will continue to impact the supply chain for the foreseeable future. The impact of this will continue to be monitored through the four weekly investment management meetings. Further updates will be reported in the coming months with any significant increases in contract values being brought to members' attention.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

Paul Manning

Executive Director (Finance and Corporate Resources)

17 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 29 June 2022
- ◆ Finance and Corporate Resources Committee, 16 November 2022

List of Background Papers

- ◆ Financial ledger to 29 December 2022

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:

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South Lanarkshire Council
Capital Expenditure 2022-2023
Finance and Corporate Resources Programme
For Period 1 April 2022 – 29 December 2022

<u>Finance and Corporate Resources</u>	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Information Technology Services	3,695	-	-	3,695	2,247	2,832
TOTAL	3,695	-	-	3,695	2,247	2,832

Report

6

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **15 February 2023**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resources – Workforce
Monitoring – September to November 2022**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for September to November 2022 relating to Finance and Corporate Resources

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

(1) that the following employment information for September to November 2022 relating to Finance and Corporate Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 10 September 2022

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Finance and Corporate Resources provides information on the position for September to November 2022.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of November 2022 for Finance and Corporate Resources.

The Resource absence figure for November 2022 was 3.4%, this figure has decreased by 0.4% when compared to last month and is 3.1% lower than the Council-wide figure. Compared to November 2021, the Resource absence figure has decreased by 0.9%.

Based on the absence figures at November 2022 and annual trends, the projected annual average absence for the Resource for 2022/2023 is 3.6%, compared to a Council-wide average figure of 6.0%.

Managers follow the procedures outlined in the Maximising Attendance Policy to support employees to remain at work, or to return to work after a sickness absence. There are comprehensive employee supports in place and additionally, Personnel Services work in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. At the time of this report, the Council overall absence level was 6.0% with 0.43% of this relating to Covid-19 for sickness and special leave.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall, 61 referrals were made this period. This represents an increase of 12 when compared with the same period last year.

4.3. Accident/Incident Statistics

There was 1 accident/incident recorded within the Resource this period, this figure has increased by 1 when compared to the same period last year.

4.4. Discipline, Grievance and Dignity at Work (Appendix 2)

During the period, 2 disciplinary hearings were held within the Resource. This figure has increased by 2 when compared to the same period last year. No appeals were heard by the Appeals Panel. No grievance hearings were raised within the Resource, this figure remains unchanged when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure remains unchanged when compared to the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were a total of 11 leavers in the Resource this period eligible for an exit interview, an increase of 6 when compared with the same period last year. One exit interview was conducted in this period, a decrease of 1 when compared to the same period last year.

4.6. When processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from the following options:-

- ◆ plan to hold for savings
- ◆ fill on a fixed term basis pending savings
- ◆ transfer budget to another post
- ◆ end of fixed term post

4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period September to November 2022, 27 employees (19.10 FTE) in total left employment, managers indicated that 22 posts (16.0 FTE) were being replaced, 2 posts (1.0 FTE) were filled on a temporary basis, 1 post (0.71 FTE) was due to the end of a fixed term contract, 1 post (0.60 FTE) is being held pending a service review and 1 post (0.79 FTE) is being removed for savings.

5. Staffing Watch

- 5.1. There has been an increase of 36 in the number of employees in post from 11 June 2022 to 10 September 2022.

6. Employee Implications

- 6.1. There are no implications for employees arising from the information presented in this report.

7. Financial Implications

- 7.1. All financial implications are accommodated within existing budgets.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no Climate Change, Sustainability and Environmental Implications in terms of the information contained within this report.

9. Other Implications

- 9.1. There are no implications for sustainability or risk in terms of the information contained within this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 10.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

11 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

Previous References

- ◆ Finance and Corporate Resources – 16 November 2022

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact: -

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Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Finance and Corporate Resources

APT&C				Manual Workers				Resource Total				Council Wide				
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023	
	%	%	%		%	%	%		%	%	%		%	%	%	
April	3.5	2.6	2.8	April	8.5	0.0	0.0	April	3.6	2.6	2.8	April	4.4	4.3	5.6	
May	2.3	3.3	3.2	May	16.0	0.0	0.0	May	2.4	3.3	3.2	May	3.1	4.9	5.4	
June	1.9	3.5	4.0	June	7.4	0.0	0.0	June	1.9	3.5	4.0	June	2.7	4.7	5.3	
July	2.0	3.3	3.9	July	3.5	0.0	0.0	July	2.0	3.3	3.9	July	2.3	4.0	4.6	
August	1.8	3.6	4.1	August	12.1	0.0	0.0	August	2.0	3.6	4.1	August	3.1	4.7	4.4	
September	2.3	4.0	3.6	September	13.4	0.0	0.0	September	2.4	4.0	3.6	September	4.2	6.4	5.4	
October	3.2	3.6	3.8	October	10.2	0.0	0.0	October	3.3	3.6	3.8	October	4.8	6.3	5.8	
November	3.1	4.3	3.4	November	11.4	0.0	0.0	November	3.2	4.3	3.4	November	5.8	6.9	6.5	
December	2.7	3.8		December	11.4	0.0		December	2.8	3.8		December	5.6	6.9		
January	2.8	3.8		January	7.0	0.0		January	2.8	3.8		January	4.8	7.0		
February	3.5	3.4		February	0.0	0.0		February	3.5	3.4		February	4.8	6.6		
March	3.5	3.4		March	0.0	0.0		March	3.5	3.4		March	4.9	7.9		
Annual Average	2.7	3.6	3.6	Annual Average	8.4	0.0	0.0	Annual Average	2.8	3.6	3.6	Annual Average	4.2	5.9	6.0	
Average Apr-Nov	2.5	3.5	3.6	Average Apr-Nov	10.3	0.0	0.0	Average Apr-Nov	2.6	3.5	3.6	Average Apr-Nov	3.8	5.3	5.4	
No of Employees at 30 Nov 2022			981	No of Employees at 30 Nov 2022			0	No of Employees at 30 Nov 2022			981	No of Employees at 30 Nov 2022			16160	

	Sep - Nov 2021	Sep - Nov 2022
MEDICAL EXAMINATIONS		
Number of Employees Attending	18	19
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	0	0
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	13	15
REFERRALS TO EMPLOYEE SUPPORT OFFICER	18	27
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	0	0
TOTAL	49	61

CAUSE OF ACCIDENTS/INCIDENTS	Sep - Nov 2021	Sep - Nov 2022
Minor	0	1
Total Accidents/Incidents	0	1

*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or pen

**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

***Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

****Physical violent incidents and ***** Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Sep - Nov 2021	Sep - Nov 2022
Total Number of Hearings	0	2
Total Number of Appeals	1	0
Appeals Pending	0	1

Time Taken to Convene Hearing September - November 2022

0-3 Weeks
2

4-6 Weeks
0

Over 6 Weeks
0

RECORD OF GRIEVANCE HEARINGS	Sep - Nov 2021	Sep - Nov 2022
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Sep - Nov 2021	Sep - Nov 2022
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	Sep - Nov 2021	Sep - Nov 2022
Personal Reasons	0	1
Other	2	0
Number of Exit Interviews conducted	2	1

Total Number of Leavers Eligible for Exit Interview	5	11
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Percentage of interviews conducted	40%	9%
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Reason	Sep - Nov 2022		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	19.10	27	52.45	67
Being replaced	16.00	22	44.93	57
Filling on a temporary basis	1.00	2	1.00	2
Plan to transfer this budget to another post	0.00	0	2.00	2
End of fixed term contract	0.71	1	2.14	3
Held pending service Review	0.60	1	1.60	2
Plan to remove for savings	0.79	1	0.79	1

**JOINT STAFFING WATCH RETURN
FINANCE AND CORPORATE RESOURCES**

As at 10 September 2022

Total Number of Employees

MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
207	24	415	251	897

*Full - Time Equivalent No of Employees

Salary Bands

Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
2.00	128.41	363.75	223.48	57.49	24.30	6.00	0.00	0.00	805.43

As at 11 June 2022

Total Number of Employees

MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
199	20	390	252	861

*Full - Time Equivalent No of Employees

Salary Bands

Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
2.00	126.48	332.42	226.70	55.10	24.30	6.00	0.00	0.00	773

Report

7

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council-wide Workforce Monitoring – September to November 2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period September to November 2022

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

(1) that the following employment information for the period September to November 2022 relating to the Council be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 10 September 2022

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Committee. This report for the Council provides information on the position for the period September to November 2022.

4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for November 2022, is provided in Appendices 1 to 8. Points to note are:-

The Council's absence rate for November 2022, shown in Appendix 1, is 6.5%, which represents an increase of 0.7% when compared with last month and the figure has decreased by 0.4% when compared to November 2021.

When compared to November 2021, the APT&C absence rate has decreased by 0.2%, the teachers' figure has decreased by 0.9% and the manual workers' figure has decreased by 0.1%.

Based on annual trends and the absence rate to November 2022, the projected average absence rate for the Council for the financial year 2022/2023 is 6.0%.

In comparison to November 2021 (Appendix 8):-

- ◆ Psychological and musculoskeletal conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 380 days.
- ◆ Total days lost due to musculoskeletal conditions have increased by 56 days.
- ◆ Total days lost due to respiratory conditions have decreased by 2028 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 183 days.

Managers follow the procedures outlined in the Maximising Attendance Policy to support employees to remain at work, or to return to work after a sickness absence. There are comprehensive employee supports in place and additionally, Personnel Services work in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. At the time of this report, the Council overall absence level was 6.0% with 0.43% of this relating to Covid-19 for sickness and special leave.

5. Occupational Health

5.1. Information on Occupational Health for the period September to November 2022 is provided in Appendix 9.

- ◆ during the period there were 395 employees referred for a medical examination, an increase of 4 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
- ◆ a total of 510 employees attended physiotherapy treatment, showing a decrease of 3 when compared to the same period last year. Of the 510 employees referred, 74% remained at work whilst undertaking treatment.
- ◆ during this period 540 employees were referred to the Employee Support Officer, showing a decrease of 18 when compared with the same period last year. Of the referrals made this period, 86% related to personal reasons.
- ◆ 174 employees were referred to the PAM Assist counselling service this period, showing a decrease of 8 when compared with the same period last year. All the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 63% of the referrals made, 25% were for work related reasons and 12% was for other reasons.
- ◆ 4 employees were referred for Cognitive Behavioural Therapy this period, a decrease of 4 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for September to November 2022 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 591, this figure has increased by 158 from the same period last year.
- ◆ there was 1 specified injury recorded, this figure has increased by 1 from the same period last year.
- ◆ there were 580 minor accidents/incidents, this figure has increased by 166 from the same period last year.

- ◆ there are 4 accidents resulting in an absence lasting over 3 days during the period, this figure has decreased by 2 from the same period last year.
- ◆ there were 6 accidents resulting in an absence lasting over 7 days during the period, this figure has decreased by 7 from the same period last year.

7. Discipline, Grievance, Dignity at Work Hearings and Mediation Referrals

7.1. Information on Disciplinary, Grievance Hearings, Dignity at Work and Mediation Referrals for September to November 2022 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 41 disciplinary hearings were held across Resources within the Council, this figure has increased by 2 when compared to the same period last year.
- ◆ action was taken in 39 of these cases. No appeals were raised against the outcomes.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 63% of hearings met this target.
- ◆ during the period, 5 appeals were heard by the Appeals Panel, of which 1 was upheld in part, 3 were not upheld and 1 was withdrawn.
- ◆ at the end of November 2022, 3 Appeals Panels were pending.
- ◆ during the period, 3 grievance cases were raised.
- ◆ during the period, no Dignity at Work cases were raised.
- ◆ during the period, no referrals for mediation were submitted.

8. Analysis of Leavers and Exit Interviews

8.1. Information on the number of leavers and exit interviews for the period September to November 2022 is contained in Appendix 13. Exit interviews are conducted with employees who leave voluntarily.

Labour Turnover

Using information compiled from Resources and Staffing Watch information as at 10 September 2022, the Council's turnover figure for September to November 2022 is as follows: -

205 leavers eligible for exit interviews/15,065 employees in post = Labour Turnover of 1.4%.

Based on the figure at November 2022, the projected annual labour turnover figure for the financial year 2022/2023 for the Council is 5.4%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 205 employees leaving the Council that were eligible for an exit interview, an increase of 33 when compared with the same period last year.
- ◆ there were a total of 67 exit interviews conducted, which is an decrease of 6 when compared with the same period last year.

8.3. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from four options:-

- ◆ plan to hold for savings
- ◆ fill on a fixed term basis pending savings
- ◆ transfer budget to another post
- ◆ end of fixed term contract

- 8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From September to November 2022, 397 (278.44 FTE) employees left employment. Managers indicated that 359 posts (244.85 FTE) would be replaced, 3 posts (2.00 FTE) were being filled on a temporary basis, the budgets for 1 post (0.45 FTE) is being transferred to another post, 28 posts (27.12 FTE) were due to the end of fixed term contracts, 4 posts (2.42 FTE) were being left vacant pending savings or service reviews and 2 posts (1.60 FTE) are planning to be removed for savings.

9. Recruitment Monitoring

- 9.1. Information on Recruitment Monitoring for September to November 2022 is contained within Appendix 14.

From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:-

- ◆ overall, 2815 applications and 2764 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (85), 43 were shortlisted for interview and 10 were appointed.
- ◆ of those applicants of a black/ethnic minority background (179), 49 were shortlisted for interview and 11 were appointed.
- ◆ Of those applicants who are veterans (40), 28 were shortlisted for interview and none were appointed.

10. Staffing Watch

- 10.1 There has been a decrease of 108 in the number of employees in post from 11 June 2022 to 10 September 2022. Details of the staffing watch are contained in Appendix 15.

11. Employee Implications

- 11.1. There are no implications for employees arising from the information presented in this report.

12. Financial Implications

- 12.1. All financial implications are accommodated within existing budgets.

13. Climate Change, Sustainability and Environmental Implications

- 13.1. There are no climate change, sustainability or environmental implications arising from the information presented in this report.

14. Other Implications

- 14.1. There are no implications for risk in terms of the information contained within this report.

15. Equality Impact Assessment and Consultation Arrangements

- 15.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

15.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

11 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self-aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

Previous References

- ◆ Finance and Corporate Resources Committee – 16 November 2022

List of Background Papers

- ◆ Monitoring information provided by Resources

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact: -

Elaine Maxwell, HR Business Manager

Ext: 4647 (Tel: 01698 454647)

E-mail: Elaine.Maxwell@southlanarkshire.gov.uk

Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Council Wide

APT&C				Teachers				Manual Workers				Council Wide				
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023	
	%	%	%		%	%	%		%	%	%		%	%	%	
April	4.2	4.1	5.2	April	2.9	2.5	2.7	April	6.0	6.2	8.8	April	4.4	4.3	5.6	
May	2.9	4.7	5.0	May	1.4	3.2	3.6	May	4.9	6.7	7.6	May	3.1	4.9	5.4	
June	2.5	4.4	5.0	June	0.9	2.6	2.6	June	4.5	7.0	8.1	June	2.7	4.7	5.3	
July	2.2	4.1	4.5	July	0.5	1.1	1.4	July	4.0	6.3	7.4	July	2.3	4.0	4.6	
August	2.9	4.6	4.3	August	1.2	2.0	1.4	August	5.1	7.3	7.4	August	3.1	4.7	4.4	
September	4.1	6.1	5.2	September	2.7	4.4	2.8	September	5.8	8.5	8.0	September	4.2	6.4	5.4	
October	4.7	6.0	5.7	October	3.2	4.1	3.4	October	6.4	8.7	8.1	October	4.8	6.3	5.8	
November	5.6	6.5	6.3	November	4.6	5.6	4.7	November	7.3	8.7	8.6	November	5.8	6.9	6.5	
December	5.3	6.2		December	4.7	6.1		December	6.9	8.8		December	5.6	6.9		
January	4.5	6.7		January	2.7	3.9		January	7.2	10.1		January	4.8	7.0		
February	4.3	6.5		February	2.5	3.7		February	7.4	9.5		February	4.8	6.6		
March	4.6	8.0		March	2.9	4.3		March	7.2	11.3		March	4.9	7.9		
Annual Average	4.0	5.7	5.7	Annual Average	2.5	3.6	3.4	Annual Average	6.1	8.3	8.6	Annual Average	4.2	5.9	6.0	
Average Apr-Nov	3.6	5.1	5.2	Average Apr-Nov	2.2	3.2	2.8	Average Apr-Nov	5.5	7.4	8.0	Average Apr-Nov	3.8	5.3	5.4	
No of Employees at 30 Nov 2022				7673	No of Employees at 30 Nov 2022			3969	No of Employees at 30 Nov 2022			4518	No of Employees at 30 Nov 2022			16160

Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	3.1	2.3	4.4	April	5.3	5.7	7.3	April	5.0	5.2	6.9	April	4.4	4.3	5.6				
May	2.4	2.7	3.9	May	4.3	6.4	6.8	May	4.0	5.9	6.3	May	3.1	4.9	5.4				
June	1.6	2.8	3.5	June	4.0	6.6	7.2	June	3.6	6.0	6.7	June	2.7	4.7	5.3				
July	1.8	2.9	3.9	July	3.6	5.3	5.9	July	3.4	4.9	5.6	July	2.3	4.0	4.6				
August	1.7	2.9	3.4	August	4.9	6.4	6.6	August	4.4	5.9	6.1	August	3.1	4.7	4.4				
September	1.6	3.4	3.1	September	5.8	8.2	7.9	September	5.1	7.5	7.1	September	4.2	6.4	5.4				
October	3.1	3.8	5.1	October	6.3	7.9	7.5	October	5.8	7.3	7.1	October	4.8	6.3	5.8				
November	3.6	3.5	4.2	November	7.1	8.0	8.3	November	6.6	7.3	7.7	November	5.8	6.9	6.5				
December	3.1	4.2		December	6.4	8.0		December	5.9	7.4		December	5.6	6.9					
January	3.4	3.6		January	6.0	9.6		January	5.6	8.6		January	4.8	7.0					
February	2.8	4.4		February	6.5	9.5		February	5.9	8.7		February	4.8	6.6					
March	2.6	6.0		March	6.8	11.0		March	6.2	10.2		March	4.9	7.9					
Annual Average	2.6	3.5	4.1	Annual Average	5.6	7.7	8.0	Annual Average	5.1	7.1	7.4	Annual Average	4.2	5.9	6.0				
Average Apr-Nov	2.4	3.0	3.9	Average Apr-Nov	5.2	6.8	7.2	Average Apr-Nov	4.7	6.3	6.7	Average Apr-Nov	3.8	5.3	5.4				
No of Employees at 30 Nov 2022				532	No of Employees at 30 Nov 2022				2915	No of Employees at 30 Nov 2022				3447	No of Employees at 30 Nov 2022				16160

Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Education Resources

APT&C				Teachers				Resource Total				Council Wide			
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023
	%	%	%		%	%	%		%	%	%		%	%	%
April	3.9	4.8	5.5	April	2.9	2.5	2.7	April	3.3	3.5	4.0	April	4.4	4.3	5.6
May	2.2	5.7	5.5	May	1.4	3.2	3.6	May	1.8	4.4	4.5	May	3.1	4.9	5.4
June	1.8	4.7	5.1	June	0.9	2.6	2.6	June	1.3	3.5	3.7	June	2.7	4.7	5.3
July	1.3	3.4	3.8	July	0.5	1.1	1.4	July	0.9	2.1	2.5	July	2.3	4.0	4.6
August	2.7	3.8	3.6	August	1.2	2.0	1.4	August	1.8	2.8	2.4	August	3.1	4.7	4.4
September	4.8	6.4	5.8	September	2.7	4.4	2.8	September	3.6	5.3	4.1	September	4.2	6.4	5.4
October	5.4	6.6	6.5	October	3.2	4.1	3.4	October	4.1	5.2	4.8	October	4.8	6.3	5.8
November	6.6	8.0	7.9	November	4.6	5.6	4.7	November	5.5	6.7	6.2	November	5.8	6.9	6.5
December	6.5	8.0		December	4.7	6.1		December	5.5	7.0		December	5.6	6.9	
January	4.8	8.1		January	2.7	3.9		January	3.6	5.8		January	4.8	7.0	
February	4.7	7.2		February	2.5	3.7		February	3.5	5.3		February	4.8	6.6	
March	5.6	9.5		March	2.9	4.3		March	4.1	6.7		March	4.9	7.9	
Annual Average	4.2	6.4	6.4	Annual Average	2.5	3.6	3.4	Annual Average	3.3	4.9	4.8	Annual Average	4.2	5.9	6.0
Average Apr-Nov	3.6	5.4	5.5	Average Apr-Nov	2.2	3.2	2.8	Average Apr-Nov	2.8	4.2	4.0	Average Apr-Nov	3.8	5.3	5.4
No of Employees at 30 Nov 2022			3470	No of Employees at 30 Nov 2022			3969	No of Employees at 30 Nov 2022			7439	No of Employees at 30 Nov 2022			16160

Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Finance and Corporate Resources

APT&C				Manual Workers				Resource Total				Council Wide				
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023	
	%	%	%		%	%	%		%	%	%		%	%	%	
April	3.5	2.6	2.8	April	8.5	0.0	0.0	April	3.6	2.6	2.8	April	4.4	4.3	5.6	
May	2.3	3.3	3.2	May	16.0	0.0	0.0	May	2.4	3.3	3.2	May	3.1	4.9	5.4	
June	1.9	3.5	4.0	June	7.4	0.0	0.0	June	1.9	3.5	4.0	June	2.7	4.7	5.3	
July	2.0	3.3	3.9	July	3.5	0.0	0.0	July	2.0	3.3	3.9	July	2.3	4.0	4.6	
August	1.8	3.6	4.1	August	12.1	0.0	0.0	August	2.0	3.6	4.1	August	3.1	4.7	4.4	
September	2.3	4.0	3.6	September	13.4	0.0	0.0	September	2.4	4.0	3.6	September	4.2	6.4	5.4	
October	3.2	3.6	3.8	October	10.2	0.0	0.0	October	3.3	3.6	3.8	October	4.8	6.3	5.8	
November	3.1	4.3	3.4	November	11.4	0.0	0.0	November	3.2	4.3	3.4	November	5.8	6.9	6.5	
December	2.7	3.8		December	11.4	0.0		December	2.8	3.8		December	5.6	6.9		
January	2.8	3.8		January	7.0	0.0		January	2.8	3.8		January	4.8	7.0		
February	3.5	3.4		February	0.0	0.0		February	3.5	3.4		February	4.8	6.6		
March	3.5	3.4		March	0.0	0.0		March	3.5	3.4		March	4.9	7.9		
Annual Average	2.7	3.6	3.6	Annual Average	8.4	0.0	0.0	Annual Average	2.8	3.6	3.6	Annual Average	4.2	5.9	6.0	
Average Apr-Nov	2.5	3.5	3.6	Average Apr-Nov	10.3	0.0	0.0	Average Apr-Nov	2.6	3.5	3.6	Average Apr-Nov	3.8	5.3	5.4	
No of Employees at 30 Nov 2022			981	No of Employees at 30 Nov 2022			0	No of Employees at 30 Nov 2022			981	No of Employees at 30 Nov 2022			16160	

Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Housing & Technical Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	4.1	3.2	5.5	April	3.5	3.6	10.6	April	3.8	3.3	7.6	April	4.4	4.3	5.6				
May	2.8	2.9	4.5	May	2.0	4.2	8.1	May	2.5	3.4	6.0	May	3.1	4.9	5.4				
June	3.2	3.5	4.9	June	2.0	6.2	8.5	June	2.7	4.6	6.4	June	2.7	4.7	5.3				
July	2.7	4.0	5.5	July	2.7	5.7	8.9	July	2.7	4.7	6.9	July	2.3	4.0	4.6				
August	2.5	4.9	4.7	August	3.4	7.9	7.1	August	2.8	6.2	5.7	August	3.1	4.7	4.4				
September	2.1	5.8	4.5	September	3.3	8.1	6.3	September	2.6	6.8	5.2	September	4.2	6.4	5.4				
October	2.9	5.2	4.3	October	3.9	9.0	7.8	October	3.3	6.8	5.8	October	4.8	6.3	5.8				
November	3.7	5.7	4.6	November	5.6	9.2	7.8	November	4.5	7.2	5.9	November	5.8	6.9	6.5				
December	3.3	4.6		December	4.8	9.5		December	3.9	6.7		December	5.6	6.9					
January	3.5	5.2		January	4.4	8.8		January	3.9	6.7		January	4.8	7.0					
February	3.2	6.4		February	4.7	8.5		February	3.8	7.3		February	4.8	6.6					
March	3.1	7.8		March	4.5	10.7		March	3.6	9.0		March	4.9	7.9					
Annual Average	3.1	4.9	5.2	Annual Average	3.7	7.6	8.6	Annual Average	3.3	6.1	6.6	Annual Average	4.2	5.9	6.0				
Average Apr-Nov	3.0	4.4	4.8	Average Apr-Nov	3.3	6.7	8.1	Average Apr-Nov	3.1	5.4	6.2	Average Apr-Nov	3.8	5.3	5.4				
No of Employees at 30 Nov 2022				872	No of Employees at 30 Nov 2022				575	No of Employees at 30 Nov 2022				1447	No of Employees at 30 Nov 2022				16160

Absence Trends - 2020/2021, 2021/2022 & 2022/2023

Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023
	%	%	%		%	%	%		%	%	%		%	%	%
April	5.5	4.5	6.2	April	10.2	9.6	12.6	April	7.1	6.2	8.3	April	4.4	4.3	5.6
May	4.4	5.0	5.7	May	8.1	9.3	10.1	May	5.7	6.5	7.1	May	3.1	4.9	5.4
June	3.9	3.9	5.9	June	7.6	7.6	11.3	June	5.2	5.2	7.6	June	2.7	4.7	5.3
July	3.7	6.1	6.0	July	6.3	10.3	11.8	July	4.6	7.5	7.9	July	2.3	4.0	4.6
August	4.4	7.3	6.0	August	6.7	10.2	10.8	August	5.2	8.2	7.5	August	3.1	4.7	4.4
September	5.4	7.6	5.9	September	7.5	10.3	9.6	September	6.1	8.5	7.1	September	4.2	6.4	5.4
October	5.9	6.9	5.8	October	8.2	11.3	10.4	October	6.7	8.4	7.3	October	4.8	6.3	5.8
November	6.6	6.2	6.0	November	8.9	10.8	10.4	November	7.4	7.7	7.4	November	5.8	6.9	6.5
December	6.5	5.5		December	10.3	11.1		December	7.7	7.3		December	5.6	6.9	
January	5.8	7.4		January	13.1	13.0		January	8.3	9.2		January	4.8	7.0	
February	5.1	7.5		February	12.6	10.1		February	7.6	8.3		February	4.8	6.6	
March	4.6	8.0		March	10.6	12.8		March	6.6	9.5		March	4.9	7.9	
Annual Average	5.2	6.3	6.3	Annual Average	9.2	10.5	11.2	Annual Average	6.5	7.7	7.9	Annual Average	4.2	5.9	6.0
Average Apr-Nov	5.0	5.9	5.9	Average Apr-Nov	7.9	9.9	10.9	Average Apr-Nov	6.0	7.3	7.5	Average Apr-Nov	3.8	5.3	5.4
No of Employees at 30 Nov 2022			1818	No of Employees at 30 Nov 2022			1028	No of Employees at 30 Nov 2022			2846	No of Employees at 30 Nov 2022			16160

Absence by long and short term										Appendix 7
From: 1 September 2022 to 30 November 2022										
		September 2022			October 2022			November 2022		
Resource	No of employees	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	3447	2.7	4.4	7.1	2.4	4.7	7.1	3.1	4.6	7.7
Education	7439	2.0	2.1	4.1	2.0	2.8	4.8	2.6	3.6	6.2
Finance and Corporate	981	1.4	2.2	3.6	1.4	2.4	3.8	1.3	2.1	3.4
Housing & Technical	1447	2.2	3.0	5.2	2.4	3.4	5.8	2.1	3.8	5.9
Social Work	2846	2.1	5.0	7.1	2.3	5.0	7.3	2.5	4.9	7.4
Council Overall for September 2022 to November 2022	16160	2.2	3.2	5.4	2.2	3.6	5.8	2.6	3.9	6.5

**Attendance Monitoring
Absence Classification**

From : 1 November 2022 to 30 November 2022

Reasons	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1608	29	1020	11	58	9	644	37	787	21	4117	19
Psychological	1443	26	3446	36	345	52	390	22	1324	35	6948	33
Stomach, Bowel, Blood, Metabolic Disorders	510	9	1046	11	45	7	101	6	333	9	2035	10
Respiratory	967	17	1873	20	57	9	198	11	521	14	3616	17
Other Classification	1035	19	2082	22	156	24	402	23	836	22	4511	21
Total Days Lost By Resource	5563	100	9467	100	661	100	1735	100	3801	100	21227	100
Total Work Days Available	72636		152949		19215		29438		51119			

From : 1 November 2021 to 30 November 2021

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1283	24	1322	13	82	10	421	20	953	24	4061	18
Psychological	1240	23	3076	30	237	30	706	33	1309	32	6568	29
Stomach, Bowel, Blood, Metabolic Disorders	398	7	905	9	34	4	226	11	289	7	1852	8
Respiratory	1368	26	2805	28	234	30	514	24	723	18	5644	25
Other Classification	1049	20	2078	20	205	26	258	12	774	19	4364	19
Total Days Lost By Resource	5338	100	10186	100	792	100	2125	100	4048	100	22489	100
Total Work Days Available	73409		152247		18278		29669		52702			

***WDL = Work Days Lost**

Occupational Health Reports

From: 1 September 2022 - 30 November 2022 comparison with 1 September 2021 - 30 November 2021

Medical Referrals											
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals				
		Teachers	Others								
Total (Sep - Nov 2022)	110	40	47	19	53	126	395				
Total (Sep - Nov 2021)	107	18	50	18	64	134	391				

No of Employees Referred For Physiotherapy			No of Employees Referred To Employee Support Officer			No of Employees Referred For Cognitive Behavioural Therapy		
Resource	Sep - Nov 2021	Sep - Nov 2022	Resource	Sep - Nov 2021	Sep - Nov 2022	Resource	Sep - Nov 2021	Sep - Nov 2022
Community and Enterprise	109	122	Community and Enterprise	124	123	Community and Enterprise	0	0
Education (Teachers)	88	96	Education	258	246	Education	5	2
Education (Others)	126	110	Finance and Corporate	18	27	Finance and Corporate	0	0
Finance and Corporate	13	15	Housing and Technical	46	32	Housing and Technical	0	0
Housing and Technical	51	55	Social Work	112	112	Social Work	1	0
Social Work	126	112	Total	558	540	Not Disclosed	2	2
Total	513	510				Total	8	4

Analysis of Counselling Referrals by Cause											
Reason											
Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total	
M	S	M	S	M	S	M	S	M	S	M	S
Total (Sep - Nov 2022)	43	0	0	0	110	0	0	21	0	174	0
Total (Sep - Nov 2021)	45	0	0	0	115	0	0	22	0	182	0
Total										Total Referrals (Sep - Nov 2022)	
										174	
										Total Referrals (Sep - Nov 2021)	
										182	

M = MANAGEMENT REFERRAL S = SELF REFERRAL

Appendix 10

Analysis of Accidents/ Incidents Comparison Cause of Accidents/ Incidents to employees												
From: 1 September 2022 - 30 November 2022 comparison with 1 September 2021 - 30 November 2021												
	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Specified Injury	0	0	0	1	0	0	0	0	0	0	0	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	0	0	0	1	0	0	0	0	0	0	0	1
Over 7-day	7	2	1	2	0	0	3	0	2	2	13	6
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 7-day**	7	2	1	2	0	0	3	0	2	2	13	6
Over 3-day	1	1	1	1	0	0	0	1	4	1	6	4
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 3-day**	1	1	1	1	0	0	0	1	4	1	6	4
Minor	22	18	13	11	0	1	3	5	13	15	51	50
Near Miss	1	4	2	1	0	0	0	2	3	0	6	7
Violent Incident: Physical	5	6	309	468	0	0	0	0	15	6	329	480
Violent Incident: Verbal	5	3	20	36	0	0	2	2	1	2	28	43
Total Minor***	33	31	344	516	0	1	5	9	32	23	414	580
Total Accidents/Incidents	41	34	346	520	0	1	8	10	38	26	433	591
*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.												
**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.												
*** A minor injury is an injury not covered by " Over 7-day", "Over 3-day" or "Specified".												

Record of Disciplinary Hearings

From: 1 September 2022 - 30 November 2022 comparison with 1 September 2021 - 30 November 2021

Resource	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
					APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
Community and Enterprise	0	29	N/A	29	0	1	N/A	1	0	28	N/A	28	17	2	10	66%
Education	4	0	1	5	1	0	0	1	3	0	1	4	1	0	4	20%
Finance and Corporate	2	0	N/A	2	0	0	N/A	0	2	0	N/A	2	2	0	0	100%
Housing and Technical	1	0	N/A	1	0	0	N/A	0	1	0	N/A	1	1	0	0	100%
Social Work	2	2	N/A	4	0	0	N/A	0	2	2	N/A	4	2	1	1	75%
Total (Sep - Nov 2022)	9	31	1	41	1	1	0	2	8	30	1	39	23	3	15	63%
Total (Sep - Nov 2021)	12	25	2	39	4	1	0	5	8	24	2	34	17	15	7	82%

Resource	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
Total (Sep - Nov 2022)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total (Sep - Nov 2021)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

*Resources nil responses are not included in figures

Appeal's Panel

From: 1 September 2022 - 30 November 2022

Appeal's Panel	Upheld	Upheld in Part	Not Upheld	Withdrawn	Total	Appeals pending to date
Total	0	1	3	1	5	3

Appendix 12a

Record of Grievances						
From: 1 September 2022 - 30 November 2022 comparison with 1 September 2021 - 30 November 2021						
Grievances	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process	
Community and Enterprise	2	1	1	0	0	
Social Work	1	0	1	0	0	
Total (Sep - Nov 2022)	3	1	2	0	0	
Total (Sep - Nov 2021)	4	0	4	0	0	
Dignity at Work						
From: 1 September 2022 - 30 November 2022 comparison with 1 September 2021 - 30 November 2021						
Dignity at Work	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
Total (Sep - Nov 2022)	0	0	0	0	0	0
Total (Sep - Nov 2021)	1	0	1	0	0	0

				Appendix 12b			
Referrals for Workplace Mediation							
As at November 2022							
Workplace Mediation	Sep-22	Oct-22	Nov-22				
No of Referrals	0	0	0				
*No of Successful Cases	0	1	0				
*No of Unsuccessful Cases	0	0	0				
No of cases unsuitable for mediation	1	0	1				
Workplace Mediation	Sep-22	Oct-22	Nov-22				
No of Referrals	0	0	0				
*No of Successful Cases	0	0	0				
*No of Unsuccessful Cases	0	0	0				
No of cases unsuitable for mediation	0	0	0				
*successful/unsuccessful case outcomes may be shown outwith the month they were referred.							

							Appendix 13
Analysis of leavers and exit interviews							
From 1 September 2022 - 30 November 2022							
Reason for leaving	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Career Advancement	3	14	0	4	18	39	1
Personal Reasons	4	4	1	1	1	11	0
Moving outwith area	0	1	0	1	3	5	0
Further Education	0	0	0	0	3	3	0
Travelling difficulties	1	1	0	0	1	3	0
Poor relationship with managers / colleagues	0	0	0	0	2	2	0
Child Caring / Caring Responsibilities	1	0	0	0	0	1	0
Other	1	1	0	0	1	3	0
Number of exit interviews conducted	10	21	1	6	29	67	
Total no. of leavers per Resource eligible for an exit interview	57	55	11	12	70	205	
% of leavers interviewed	18%	38%	9%	50%	41%	33%	
From 1 September 2021 - 30 November 2021							
Number of exit interviews conducted	13	30	2	8	20	73	
Total no. of leavers per Resource eligible for an exit interview	51	57	5	14	45	172	
% of leavers interviewed	25%	53%	40%	57%	44%	42%	
* Note these totals include temporary employees							

Appendix 13a														
September to November 2022	Number of leavers		Replace Employee		Filling on a temp basis		Plan to transfer this budget to another post		End of fixed term post		Leave vacant pending savings or service review		Plan to remove for savings	
Resource	Total FTE*	Total H/C**	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C
Community & Enterprise	95.38	154	68.98	127	0	0	0	0	26.405	27	0	0	0	0
Education	55.59	75	53.63	72	1.00	1	0	0	0	0	0.965	2	0	0
Finance & Corporate	19.10	27	16.00	22	1	2	0.00	0	0.71	1	0.6	1	0.786	1
Housing & Technical	23.42	26	23.42	26	0	0	0	0	0	0	0	0	0	0
Social Work	84.95	115	82.83	112	0	0	0.453	1	0	0	0.852	1	0.81	1
Total	278.44	397	244.85	359	2.00	3	0.45	1	27.12	28	2.42	4	1.60	2

							Appendix 14
Recruitment Monitoring							
Analysis of Gender, Disability, Ethnicity and Age							
From : 1 September 2022 - 30 November 2022							
Total Number of applications received:				2815			
Total Number of Equal Opportunities Monitoring forms received:				2764			
Total Number of posts recruited for:				846			
Total Number of appointments:				555			
Gender / Disability / Age							
			Applied	Interviewed	Appointed	% of Applicants interviewed	% of Applicants appointed
Total EO Forms Received			2764	1298	508	47%	18%
Total No of Male Applicants			997	515	193	52%	19%
Total No of Female Applicants			1758	781	315	44%	18%
Total No of Disabled Applicants			85	43	10	51%	12%
Total No of applicants aged under 50			2103	948	366	45%	17%
Total No of applicants aged over 50			615	330	133	54%	22%
Total No of White applicants			2547	1235	492	48%	19%
Total No of Black/Ethnic minority applicants*			179	49	11	27%	6%
Total No of Veteran applicants			40	28	0	70%	0%
*Black/Ethnic Minority applicants includes Mixed, Asian, Black and other backgrounds.							
From : 1 September 2021 - 30 November 2021							
Total Number of applications received:				3486			
Total Number of Equal Opportunities Monitoring forms received:				3423			
Total Number of posts recruited for:				754			
Total Number of appointments:				585			
Gender / Disability / Age							
			Applied	Interviewed	Appointed	% of Applicants interviewed	% of Applicants appointed
Total EO Forms Received			3423	1476	546	39%	13%
Total No of Male Applicants			1013	359	113	41%	10%
Total No of Female Applicants			2403	1116	426	37%	16%
Total No of Disabled Applicants			128	66	22	53%	11%
Total No of applicants aged under 50			2816	1197	448	37%	12%
Total No of applicants aged over 50			552	246	85	39%	20%
Total No of White applicants			3253	1421	526	40%	14%
Total No of Black/Ethnic minority applicants*			125	34	8	27%	4%
Total No of Veteran applicants			43	24	0	39%	0%
*Black/Ethnic Minority applicants includes Mixed, Asian, Black and other backgrounds.							

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 10 SEPTEMBER 2022

Analysis by Resource

	Total Number of Employees					Full-Time Equivalent											
Resource	Total	Male		Female		Salary Band											
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher		
Community & Enterprise Resources	3137	1287	236	206	1408	2230.86	1.00	1525.42	397.39	233.22	45.23	17.00	2.00	9.60	0.00		
Education - Others	3212	143	88	656	2325	2352.27	1.00	1159.20	914.47	143.94	46.60	11.60	4.00	63.66	7.80		
Education - Teachers	3876	688	70	2275	843	3515.30	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	3514.30		
Finance & Corporate Resources	897	207	24	415	251	805.43	2.00	128.41	363.75	223.48	57.49	24.30	6.00	0.00	0.00		
Housing & Technical	1291	823	26	320	122	1233.52	1.00	216.87	615.18	358.87	28.60	11.00	2.00	0.00	0.00		
Social Work Resources	2652	223	166	1003	1260	2321.75	1.00	1131.10	572.73	548.36	36.80	29.76	2.00	0.00	0.00		
						8943.83	(excluding Teachers)										
Total All Staff	15065	3371	610	4875	6209	12459.13	6.00	4161.00	2863.52	1507.87	214.72	94.66	16.00	73.26	3522.10		

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 11 JUNE 2022

Analysis by Resource

	Total Number of Employees					Full-Time Equivalent									
Resource	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3185	1300	231	196	1458	2244.04	1.00	1543.77	402.16	227.38	45.73	17.00	2.00	5.00	0.00
Education - Others	3207	138	89	651	2329	2347.67	1.00	1178.56	899.35	140.99	45.44	11.60	4.00	58.93	7.80
Education - Teachers	3941	704	71	2330	836	3587.40	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	3581.80
Finance & Corporate Resources	861	199	20	390	252	773.00	2.00	126.48	332.42	226.70	55.10	24.30	6.00	0.00	0.00
Housing & Technical	1299	829	24	320	126	1241.06	1.00	214.12	622.86	358.48	33.60	9.00	2.00	0.00	0.00
Social Work Resources	2680	231	168	1041	1240	2346.88	1.00	1149.08	589.20	542.04	34.80	28.76	2.00	0.00	0.00
						8952.65	(excluding Teachers)								
Total All Staff	15173	3401	603	4928	6241	12540.05	6.00	4212.01	2845.99	1495.59	214.67	91.66	16.00	68.53	3589.60

Report

8

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Treasury Management Activity – 2022/2023 Third Quarter Review
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide a third quarter review of Treasury Management Activity for 2022/2023

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the contents of this report be noted.

3. Background

3.1. In order to provide members with information on the Council's Treasury Management activities, a quarterly report is presented to this Committee. This report covers the period 1 April 2022 to 31 December 2022.

4. Market Performance

4.1. After the Bank of England left the base rate unchanged at 0.75% in January 2020, the onset of the coronavirus epidemic in March of that year resulted in two emergency cuts, first to 0.25% and then to 0.10%.

4.2. On 16 December 2021, the Bank of England increased the base rate to 0.25%. This was followed by a series of increases throughout 2022 to control rising inflation.

4.3. On 2 February, the base rate was increased to 4% and the Bank of England Asset Purchase Programme (commonly referred to as its policy of quantitative easing) was £844 billion. The Council's Treasury Management Advisers are predicting that the base rate will rise to 4.25% by March 2023.

5. Debt Management and Borrowing Strategy

5.1. The Council began the year with debt of £993.486m with fixed rate loans from the Public Works Loans Board (PWLB) making up 99.14% of the debt.

5.2. Table 1 shows the movement in borrowing from 1 April 2022 to 31 December 2022. Short term borrowing reflects borrowing which will mature in the coming year, or where the debt can be recalled in the coming year.

Table 1 – Movement in Borrowing to 31 December 2022

	Balance as at 01/04/2022 £m	New Borrowing £m	Debt Maturing £m	Debt Repaid £m	Balance as at 31/12/2022 £m	Increase/ Decrease in Borrowing £m
Short Term Borrowing	43.884	0.000	(42.307)	0.00	1.577	(42.307)
Long Term Borrowing	949.602	86.700	0.00	0.00	1,036.302	86.700
TOTAL BORROWING	993.486	86.700	(42.307)	0.00	1,037.879	44.393

- 5.3. In 2012/2013, HM Treasury introduced a “certainty rate” to enable eligible local authorities to access cheaper PWLB funding, with a 20 basis point (0.20%) reduction on the standard rate. South Lanarkshire Council has access to this reduced rate.
- 5.4. The Council has an expected borrowing requirement of £151.823 million during 2022/2023 (including borrowing carried forward from last year), of which £86.700 million has been taken to the end of December 2022 as shown in Table 2.

Table 2 – Details of Long Term Borrowing to 31 December 2022

Loan Ref.	Period	Start Date	Principal £m	Rate %	Year High	Year Low	Average
513025	2½ - 3 Yrs	13/05/2022	£57.800	2.38	5.42	2.08	3.38
538409	7½ - 8 Yrs	09/08/2022	£28.900	2.43	5.39	2.29	3.48

- 5.5. The Executive Director (Finance and Corporate Resources), under delegated powers, will continue to take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into consideration the differential between investment earnings and debt costs that remains high.
- 6. Investment Activity**
- 6.1. On a daily basis, the Treasury Management section within Finance and Corporate Resources manages the Council’s cash balances. These balances can result from day-to-day cash flow situations where income has been received before expenditure has taken place, and from the balances held in earmarked reserves for use at a later date. It is the responsibility of the section to manage these funds. The primary consideration when making deposits is the security of funds. Secondary to this, consideration is given to ensuring we have access to funds when necessary, and that these funds are working as well as they can for the Council.
- 6.2. The Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy Report for 2022/2023 was approved by South Lanarkshire Council on 23 February 2022. This included details of permitted investments for the Council.
- 6.3. Prior to depositing funds with any bank or building society, checks are made with the Council’s treasury adviser, Link Asset Services, that the institution is considered safe and that any deposit conforms to their recommended time duration as determined by their Rating Methodology. This methodology uses credit ratings, rating watches and outlooks and credit default swap (CDS) prices to establish a suggested time duration for deposits.

- 6.4. Deposits made in the period 1 April 2022 to 31 December 2022 totalled £1,260.360 million. This is the cumulative deposits placed over this period. This is broken down per sector and institution in Table 3. 81.60% of these deposits were made with the UK Government through the Debt Management Office (DMO) deposit facility and Treasury Bills.
- 6.5. In order to manage their cash flow over the short term, local authorities, as part of normal treasury management activity, will place money on deposit with other local authorities. Deposits placed with other local authorities account for 9.68% of deposits. Fixed term deposits with Clydesdale Bank accounted for 3.17% of deposits with the remaining 5.55% placed in call accounts with Bank of Scotland and The Royal Bank of Scotland.

Table 3 – Investment Activity 1 April 2022 to 31 December 2022

Counterparty	Deposit Totals (£m)	% of Total Deposits	Average Interest Rate
Deposits in UK Government			
Debt Management Account Deposit Facility	990.675	78.60%	1.59%
Treasury Bills	37.840	3.00%	1.87%
Total Deposits in UK Government	1,028.515	81.60%	1.60%
Deposits in UK Local Authorities	122.000	9.68%	2.06%
Deposits in UK Banks and Building Societies:			
Clydesdale Bank	40.000	3.17%	2.60%
Bank of Scotland	6.370	0.51%	0.53%
Royal Bank of Scotland	63.475	5.04%	0.14%
Total Deposits in UK Banks and Building Societies	109.845	8.72%	1.25%
Total Deposits 01/04/2022 to 31/12/2022	1,260.360	100.00%	1.62%

- 6.6. The average interest rates achieved from the deposits are also shown in Table 3. Interest rates achievable for deposits have been increasing, however there is still a differential between these and the rates at which the Council can borrow.
- 6.7. Actual deposits as at 31 December 2022 totalled £200.600 million.

7. Management of Risk

- 7.1. It is recognised that no Treasury Management activity is without risk and practices are put in place in order to limit risk. As noted in section 6.2, the Treasury Management Strategy was approved in February 2022 and set a framework for Treasury Management activities in 2022/2023. It also set limits on debt and investments in order to mitigate risks.

- 7.2. The Annual Investment Strategy for 2022/2023, also approved in February 2022, included details on how risk would be managed for all permitted investments. This included criteria for placing deposits with the Debt Management Office (DMO), UK Local Authorities, Banks and Building Societies and Money Market Funds.
- 7.3. Part of the criteria for counterparties is meeting minimum credit ratings with the three main rating agencies. A credit rating evaluates the credit worthiness of an organisation. It is an evaluation made by a credit rating agency of the organisation's ability to pay back the debt and the likelihood of default.
- 7.4. Tables 4 to 6 show a breakdown of deposits with details of the credit ratings of banks and building societies used from 1 April 2022 to 31 December 2022. Deposits with the DMO are with the UK Government and so have a rating equivalent to the UK's sovereign rating. Deposits with local authorities are considered to be of very high credit quality.

Table 4 – Fitch Ratings

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits with DMO / UK Government (AA-)		1,028.515m	81.60%
Deposits with Local Authorities		122.000m	9.68%
A+	F1	69.845m	5.55%
A-	F2	40.000m	3.17%
Total		1,260.360m	100.00%

Table 5 – Moody's Ratings

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits with DMO / UK Government (Aa3)		1,028.515m	81.60%
Deposits with Local Authorities		122.000m	9.68%
A1	P-1	69.845m	5.55%
A3	P-2	40.000m	3.17%
Total		1,260.360m	100.00%

Table 6 – Standard and Poor's Ratings

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits with DMO / UK Government (AA)		1,028.515m	81.60%
Deposits with Local Authorities		122.000m	9.68%
A+	A-1	6.370m	0.51%
A	A-1	63.475m	5.04%
A-	A-2	40.000m	3.17%
Total		1,260.360m	100.00%

- 7.5. The tables above show that 91.28% of deposits were made with counterparties of very high credit quality (DMO/UK Government and other local authorities).

- 7.6. Of the remaining 8.72%, 3.17% were fixed term deposits with Clydesdale Bank and 5.55% were in instant access accounts with The Royal Bank of Scotland and Bank of Scotland.
- 7.7. The graph at Appendix 1 shows the duration of deposits made from 1 April 2022 to 31 December 2022. The graph shows that, since 1 April 2022, all deposits have been made for 1 year or less. The maximum maturity period of 332 days was for a deposit of £5.000 million.

8. Next Quarter Investment Plans

- 8.1. The current investment framework will be continued in the next quarter. Deposits will continue to be placed with the institutions where their ratings are consistent with the Council's approved criteria. Deposits will also continue to be placed with the DMO and UK local authorities.
- 8.2. Treasury Bills will be used when they return a higher yield than deposits in the DMO for the same, very low risk.
- 8.3. Deposits may also be placed with selected Money Market Funds that meet the Council's approved criteria.
- 8.4. We will continue to work with our Treasury Management Advisers, Link, to ensure we gain all information available on counterparties before any deposits are made.

9. Treasury Management Indicators

- 9.1. The purpose of these indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However, if these are set to restrictive limits, they will impair the opportunities to reduce costs/improve performance. The indicators are detailed in sections 9.2 to 9.5.
- 9.2. **Limits for External Debt:** The operational and authorised limits for external debt for 2022/2023 were set in the Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2022/2023 approved by South Lanarkshire Council on 23 February 2022. These are shown in Table 7, along with a column showing the difference between the actual debt level and the limits (headroom).

Table 7 – Limits for External Debt

	Estimate as per 2021/22 Strategy	Minimum Headroom to Limits in period	Headroom as at 31/12/2022
	£m	£m	£m
Operational Limit for external debt	1,340.000	279.180	302.121
Authorised Limit for external debt	1,360.000	299.180	322.121

- 9.3. The indicator shows that we have not breached the operational and authorised limits to 31 December 2022. There has been a minimum level of headroom of £299.180m between actual and authorised level for external debt in the period to 31 December 2022.

- 9.4. **Limits on Maturity Structure:** By setting limits on the maturity structure of borrowing, the exposure to large concentrations of debt needing to be replaced at the same time in the future at currently unknown rates can be limited. This effectively places a limit on exposure to longer term interest rate movement. This is shown in Table 8.

Table 8 – Limits on Maturity Structure

Maturity Structure of Borrowing				
	Upper Limit	Lower Limit	Maximum for period to 31/12/22	Actuals as at 31/12/22
Under 12 months	30%	0%	4.42%	0.15%
12 months and 24 months	30%	0%	2.20%	2.10%
24 months and 5 years	50%	0%	21.71%	21.59%
5 years and 10 years	60%	0%	37.27%	37.27%
10 years and 20 years	60%	0%	6.35%	6.06%
20 years and 30 years	70%	0%	3.06%	2.92%
30 years and 40 years	80%	0%	31.36%	29.91%
40 years and 50 years	90%	0%	0.00%	0.00%
50 years and above	90%	0%	0.00%	0.00%

- 9.5. The indicator shows that the upper limits for all maturity profiles have not been breached to 31 December 2022.

10. Employee Implications

- 10.1. There are no employee implications.

11. Financial Implications

- 11.1. The current rate of interest receivable remains relatively low but has increased over recent months. Any deposit interest received offsets Loan Charges made to the Council's Revenue budget.
- 11.2. The costs of borrowing for capital expenditure have been built into the long-term Revenue Budget Strategy.

12. Climate Change, Sustainability and Environmental Implications

- 12.1. There are no implications for climate change or sustainability in terms of the information contained in this report.
- 12.2. There is also no requirement to carry out an environmental impact assessment in terms of the information contained within this report.

13. Other Implications (Including Environmental and Risk Issues)

- 13.1. Section 7 of this report provides details of how investment risk is managed.

14. Equality Impact Assessment and Consultation Arrangements

- 14.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

14.2. There is no requirement to carry out any consultation in terms of the information provided in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

6 February 2023

Link(s) to Council Values/Priorities/Outcomes

- ♦ Accountable, effective, efficient and transparent

Previous References

- ♦ Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2022/2023, South Lanarkshire Council, 23 February 2022
- ♦ Treasury Management Activity – 2022/2023 First Quarter Review, Finance and Corporate Resources Committee, 7 September 2022
- ♦ Treasury Management Activity – 2022/2023 Second Quarter Review, Finance and Corporate Resources Committee, 16 November 2022

List of Background Papers

- ♦ None

Contact for Further Information

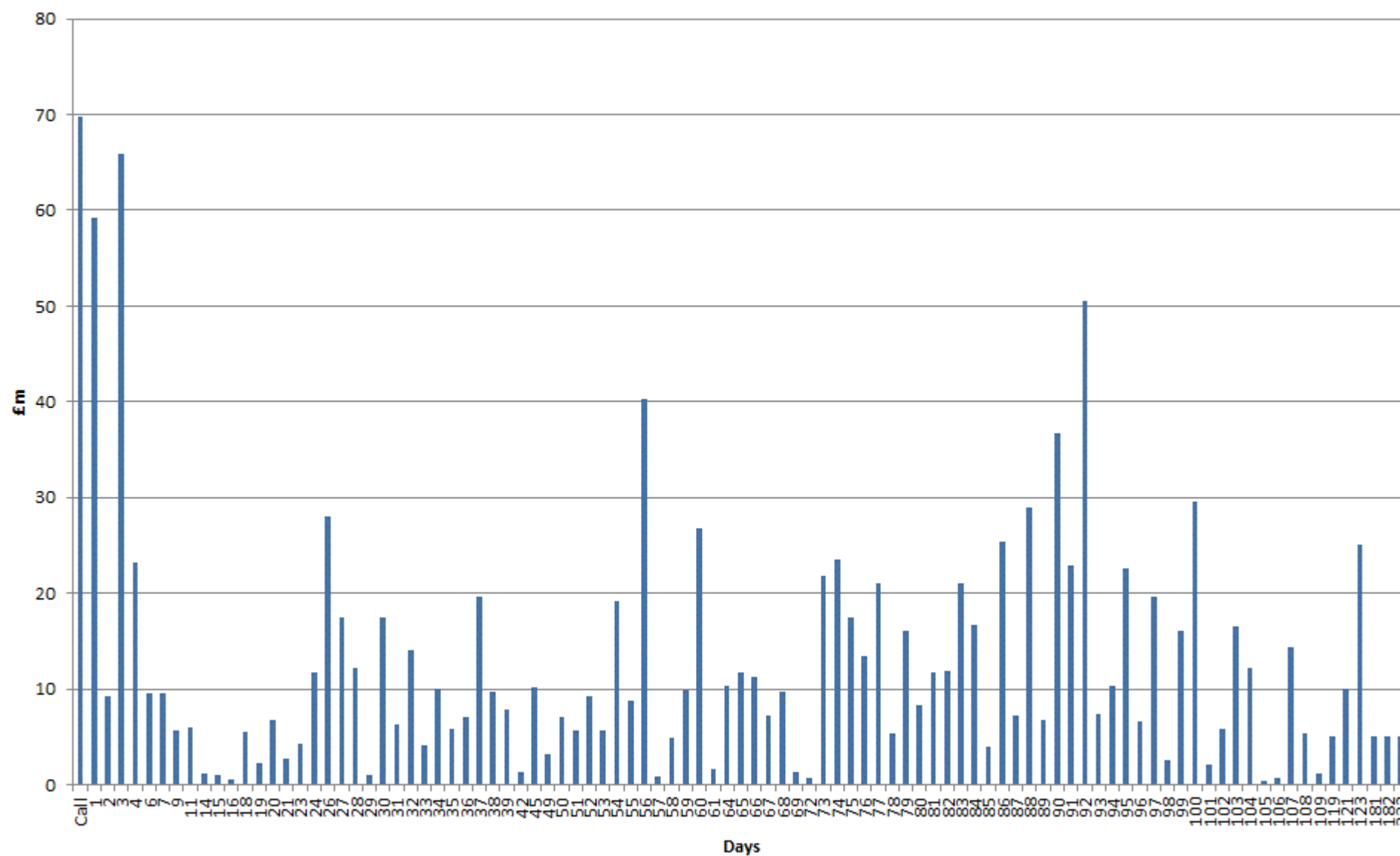
If you would like to inspect the background papers or want further information, please contact:

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Maturity of Deposits Placed 1 April 2022 - 31 December 2022



Report

9

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **15 February 2023**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Collection and Approval for Write Offs**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of Revenue Collection performance for financial year 2022/2023 to 31 December 2022
- ◆ advise Committee of performance regarding the Business Rates Incentivisation Scheme (BRIS) for financial year 2022/2023 to 31 December 2022
- ◆ seek approval for write offs

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that performance in the collection of revenue be noted;
- (2) that the current position in respect of BRIS be noted; and
- (3) that write offs for the following be approved:-

◆ Council Tax	£292,163.74
◆ Non-Domestic Rates	£706,171.79
◆ BID Levy	£3,155.56
◆ Sundry Debt	£233,270.78
◆ Housing Rent and associated charges	£380,351.68

3. Background

3.1. Responsibility for the collection of Council Tax, Non-Domestic Rates (NDR) and Sundry Debt is the responsibility of Finance and Corporate Resources. This report and the attached appendix provide information on collection performance and proposals for write off.

4. Current Collection Performance

4.1. The first table in Appendix 1 presents the collection performance for Council Tax, NDR and Sundry Debts for financial year 2022/2023.

4.2. The annual Council Tax collection target for 2022/2023 has been set at 95.5%. Council Tax collection is currently 90.07%, ahead of target by 0.09% and ahead of comparable performance in 2021/2022 by 1.98%. Due to the Scottish Government's Cost of Living Award being allocated as an up-front cash payment at the beginning of the financial year, a comparison with the same period in 2021/2022 is not on a like-for-like basis.

4.3. A Non-Domestic Rates (NDR) collection target of 97.5% has been set for 2022/2023. NDR collection is currently 74.4%, ahead of target by 0.1% and ahead of comparable performance in 2021/2022 by 1.6% due to two large energy companies paying their annual bills in full as opposed to paying by instalments as they have done in previous years.

4.4. The 2022/2023 annual target for Sundry Debt collection has been set at 98.0%. Sundry Debt collection to 31 December 2022 was 97.8%, behind target by 0.2% but ahead of comparable performance in 2021/2022 by 1.4%.

5. Arrears Collection Performance

5.1. Arrears collection performance for Council Tax, NDR and Sundry Debt is presented in the second table of Appendix 1.

5.2. The 2022/2023 arrears annual target for Council Tax has been set at £3.500 million, with collection to 31 December 2022 of £2.945 million, ahead of target by £0.083 million (2.4%) but behind comparable performance in 2021/2022 by £0.524 million.

5.3. The 2022/2023 arrears target for NDR has been set at £2.000 million, with collection to 31 December 2022 of £2.934 million, ahead of target by £1.027 million (51.3%) but behind comparable performance in 2021/2022 by £3.769 million.

5.4. The 2022/2023 arrears target for Sundry Debt has been set at £11.309 million, with collection to 31 December 2022 of £10.596 million, behind target by £0.023 million (0.2%) but ahead of comparable performance in 2021/2022 by 12.0%.

6. Business Rates Incentivisation Scheme

6.1. The Business Rates Incentivisation Scheme (BRIS) is a Scottish Government initiative to incentivise growth of the local business tax base, with a view to increasing NDR income yields.

6.2. The Scottish Government sets annual targets for growth (buoyancy) and councils who achieve their target retain 50% of the additional income generated above the target. The buoyancy target is a measure of the increase in the total rateable value of the non-domestic properties on the Valuation Roll (including certain categories of public undertakings).

6.3. Due to the impact of Covid-19, the Scottish Government confirmed that the scheme has been suspended for both 2020/2021 and 2021/2022. Currently, there has been no update on the reinstatement of BRIS for 2022/2023. Further guidance and information is awaited from the Scottish Government.

6.4. Nonetheless, BRIS performance continues to be monitored closely and is reported to Committee on a quarterly basis. Buoyancy for the third quarter, to the end of December 2022, has seen a decrease of 0.31%.

7. Proposals for Write Off

7.1. Approval for write off of the following irrecoverable debts is requested from Committee. The Council has the power to write off accounts where the debtor is deceased, sequestrated, in liquidation or the debt is prescribed or where the debt is deemed uneconomical to pursue.

- 7.2. The proposed write off of Council Tax accounts dating from 1993/1994 to 2022/2023 totals £292,163.74, relating mainly to prescribed debt, sequestrations and estates of the deceased.
- 7.3. The value of accounts currently marked for write off in the Non-Domestic Rates system from rating years 2020/2021 to 2022/2023 totals £706,171.79. These debts are deemed to be irrecoverable because the debtor is in liquidation, has ceased trading or has been sequestrated.
- 7.4. Approval is sought for the write off of Business Improvement District (BID) Levies totalling £3,155.56, administered by the Council on behalf of the Hamilton, Carlisle and Lanark BID companies. There is no financial impact on the Council for these write offs.
- 7.5. Following consultation and agreement with Resources, the proposed write off of Sundry Debt totals £233,270.78. Appendix 2 provides a breakdown of the proposed write-off over categories.
- 7.6. Approval is sought for the write off of former tenant rent arrears of £316,627.93, factoring arrears of £407.98 and Housing Benefit Overpayments of £63,315.77.
- 7.7. A full list of all debts proposed for write off is held by the Executive Director (Finance and Corporate Resources).

8. Employee Implications

- 8.1. None.

9. Financial Implications

- 9.1. Provision has been made for the financial impact of all write offs.

10. Climate Change, Sustainability and Environmental Implications

- 10.1. There are no direct climate change, sustainability and natural environment implications arising from this report.

11. Other Implications

- 11.1. The main risk associated with the Council's revenue collection is a failure to monitor collection rates and take effective corrective action where required, resulting in a significant reduction in collection performance and Council funding. The risk is managed through monthly performance reporting and review of performance at monthly Senior Management Meetings.

12. Equalities Impact Assessment and Consultation Arrangements

- 12.1. There is no requirement to carry out an impact assessment in terms of the proposals within this report.
- 12.2. There is no requirement to undertake any consultation in relation to the content of this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

25 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent
- ◆ Ambitious, self-aware and improving

Previous References

- ◆ Finance and Corporate Resources Committee - 16 November 2022

List of Background Papers

- ◆ System Reports from Council Tax, Non-Domestic Rates, Sundry Debt and Academy Housing

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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SOUTH LANARKSHIRE COUNCIL
REVENUES COLLECTION
FOR PERIOD ENDING 31 DECEMBER 2022

	Annual Cash Budget £000's	Budget Target to 31/12/22 £000's	Actual to 31/12/22 £000's	Variance to 31/12/22 £000's		% Variance to annual budget	Notes
FINANCIAL YEAR 2022/2023							
Council Tax	145,115	136,727	136,860	132	over	0.09%	
Non-Domestic Rates	320,024	243,874	244,302	428	over	0.1%	
Sundry Debt	151,032	151,032	150,664	(368)	under	-0.2%	
ARREARS							
Council Tax	3,500	2,862	2,945	83	over	2.4%	
Non-Domestic Rates	2,000	1,907	2,934	1,027	over	51.3%	
Sundry Debt	11,309	10,619	10,596	(23)	under	-0.2%	

**BREAKDOWN OF PROPOSED
SUNDRY DEBT WRITE-OFF**

Resource	Service	No. of Accounts	Value (£)
Housing & Technical	Rechargeable Repairs	207	80,667.33
	H&T General	23	15,423.95
	Estates	16	15,313.12
	Capital Repairs	2	3,075.51
Social Work	Non Residential Services	707	90,639.89
Finance & Corporate	Sundry Income Team	1	18,750.00
	Housing Benefit Overpayments	7	3,185.14
	Finance	3	101.64
Community & Enterprise	Facilities	2	4,620.95
Education	Education General	1	1,493.25
	Total	969	233,270.78

Report

10

Report to:	Finance and Corporate Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Non-Domestic Rates – Empty Property Relief Policy
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of the devolution of Non-Domestic Rates Empty Property Relief (EPR) from the Scottish Government to local authorities and seek approval for the policy to apply in South Lanarkshire Council from 1 April 2023

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the background to the devolution of EPR to councils and the funding arrangements as set out in the report be noted;
- (2) that the EPR Policy to be adopted by South Lanarkshire Council from 1 April 2023, as outlined at section 5, be endorsed and referred to the Executive Committee for approval; and
- (3) that the EPR Policy be reviewed and presented to Committee by March 2024 to allow for a period of stability for rate payers and the Council.

3. Background

- 3.1. The existing Empty Property Relief (EPR) scheme operates at a national level. EPR provides certain rates relief on unoccupied non-domestic properties. It is currently mandatory and fully funded by the Scottish Government through the Local Government Financial Settlement.
- 3.2. The Programme for Government 2021/2022 confirmed that the devolution of EPR would be delivered in April 2023 for the purpose of enabling councils to tailor support to meet local needs. This means EPR reliefs and exemptions will no longer be covered by legislation. All Scottish councils therefore require to have an EPR Policy in place from 1 April 2023 as the current legislation governing this will lapse on 31 March 2023.
- 3.3. The Council's current EPR Policy was approved by the Executive Committee in 2010 and was last updated in 2015 to mirror changes in legislation at that time.

- 3.4. A total of £105 million is to be devolved across councils by the Scottish Government, reflecting the Scottish Fiscal Commission (SFC) Medium Term Financial Strategy (MTFS) forecasts published on 31 May 2022. The annual allocation of £105 million is fixed until the next revaluation in 2026. This considers the impact of the rates revaluation effective from 1 April 2023 and any inflationary pressures and is fixed until the next revaluation in 2026. The Council's annual allocation from 2023/2024 is £2.183 million.
- 3.5. It will be for local authorities to decide how they use this funding and the reliefs and exemptions that may apply under a local scheme. The funding provided is based on the operation of the current national EPR scheme. Any changes to the reliefs and exemptions provided which costs more than the funding will have to be met by the Council.

4. Current Position

- 4.1. Entitlement to EPR and the rate at which it applies is dependent on different factors relating to the ratepayer and/or the property type. The current legislative criteria for awarding EPR are:-

- ◆ Unoccupied industrial property - eligible for 100% relief for the first six months since becoming unoccupied, and 10% thereafter
- ◆ Other (non-industrial) unoccupied property - eligible for 50% relief for the first three months since becoming unoccupied and 10% thereafter
- ◆ Unoccupied properties which meet any of the following criteria - 100% relief indefinitely
 - ◆ listed building
 - ◆ rateable value is under £1,700
 - ◆ owned by a trustee for sequestration, liquidation or executors
 - ◆ cannot be occupied by law
 - ◆ under a compulsory purchase order
 - ◆ the property has no buildings
 - ◆ the owner is in administration (or subject to an administration order)
 - ◆ the owner is a company or partnership being wound up

- 4.2. EPR of £1.505 million was awarded in 2021/2022 against the following relief categories:-

Table 1: Total EPR awarded in 2021/2022

CATEGORY	2021/22
	£000
Industrial	354
Other (Non-Industrial)	584
Insolvency	170
Listed buildings	199
No buildings	147
Rateable Value < £1,700	43
Deceased	8
	1,505

5. Proposal

- 5.1. Devolution of EPR becomes effective at a time of significant change with a major revaluation of non-domestic rateable values effective from 1 April 2023 (previously undertaken in 2017) and at a time of major volatility in the economy and financial uncertainty facing businesses.
- 5.2. Maintaining the current provisions would provide some stability and certainty for businesses and the Council during these challenging times. It will also provide an adequate period to assess the benefits of any future amendments to the Policy. Indications from other councils is that this is also the approach that they are adopting. Clarification is also awaited from the Scottish Government on some specific aspects of the new arrangements (e.g., how backdated awards of EPR particularly for non-devolved years should be treated). It should also be noted that the Council received confirmation of a revised funding allocation on 24 January 2023.
- 5.3. It is recommended that the EPR Policy adopted by from 1 April 2023 reflects the change in legislation covering EPR and therefore the current policy should be amended to reflect this. The proposed policy document is attached in Appendix 1. This reflects the criteria listed at 4.1.
- 5.4. This also recognises that the funding provided is based on the current EPR rules and regulations.
- 5.5. A review of the Council's EPR Policy will be provided to this Committee by March 2024. The review will consider potential changes that could be made to the Policy and their implications with input from Economic Development considered vital.

6. Employee Implications

- 6.1. None.

7. Financial Implications

- 7.1. Council funding of £2.183 million per annum over the next 3 years is expected to be sufficient to meet the cost of EPR awards based on the current forecast for 2022/2023 of up to £2.0 million.
- 7.2. The Scottish Government recognises that some exceptional economic events may impact on the number of empty non-domestic properties in an area, and that these cannot be predicted. Where an exceptional economic shock has a substantial, unmanageable impact on an area in respect of a change in empty non-domestic properties having significant bearing on the settlement agreed, it is expected that local authorities and COSLA would raise this for discussion with the Scottish Government in the first instance.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no direct climate change, sustainability and natural environment implications arising from this report.

9. Other Implications

- 9.1. The devolution of EPR transfers the risk of additional costs arising from increases in the value of the relief from the Scottish Government to local authorities.

10. Equality Impact Assessment and Consultation Arrangements

10.1. An Equality Impact Assessment has been carried out.

Paul Manning

Executive Director (Finance and Corporate Resources)

25 January 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Report to Finance and Information Technology Resources Committee 19 January 2010 – Non-Domestic Rates Unoccupied Property Relief Policy
- ◆ Report to Executive Committee 4 November 2015 - Review of Non Domestic Rates Unoccupied Property Relief Policy

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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**Finance and Corporate Resources
Transactions Service
Non-Domestic Rates**

Empty Property Relief Policy

Subject: Relief for unoccupied non-domestic properties

Date: February 2023

Reason for change: Legislative change

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1. Introduction

This revised policy reflects changes to the legislative arrangements covering Empty Property Relief (EPR) and becomes effective from 1 April 2023. EPR provides rates relief on unoccupied non-domestic properties for ratepayers. This policy sets out the qualifying criteria for EPR and the level of relief available, including the timescales. The policy also details how eligibility is determined.

2. Definition of an unoccupied property

For the purposes of awarding relief, the following criteria must be met before a property is considered to be unoccupied:

- there should be no physical occupation by any person, for any purpose
- the premises must not be open or available to the public
- there should be no stock left on the premises*
- there should be no moveable items left on the premises such as furniture, equipment, tools or moveable equipment or machinery*.
- the premises, or windows of the premises, must not be used to advertise or promote any other business or property.

*Except where these items have been abandoned by a tenant and the claim for relief is submitted by the landlord.

3. Eligibility and level of relief

3.1 There are 4 levels of relief that can be awarded:

- 100% relief (exemption)
- 100% relief for the first six months followed by a 90% unoccupied charge (industrial property)
- 50% relief for the first three months followed by a 90% unoccupied charge (non-industrial property)
- 100% relief for a maximum of three months for partially unoccupied industrial property.

3.2 100% relief and exempt categories

Properties which fall into one of the defined exempt categories listed below are eligible for 100% relief and are exempt from payment of rates during an unoccupied period for an unlimited time.

3.2.1 Properties under a Preservation Order or which are a listed building or ancient monument

Most claims under this category will be listed buildings. Confirmation of listed building or ancient monument status must be obtained from this website:

<http://www.historic-scotland.gov.uk/index/heritage/historicandlistedbuildings.htm>

3.2.2 Rateable value less than £1,700

Exemption is awarded to all properties where the rateable value is less than £1,700.

3.2.3 Trustees and liquidators

Exemption can be awarded under this category when the person entitled to possession of the property is so entitled because they are:

- a trustee under a trust deed for creditors
- a trustee under an award of sequestration
- a liquidator under section 112 or section 145 of the Insolvency Act 1986



3.2.4 Executors

Exemption can be awarded under this category when the person entitled to possession of the property is so entitled because they are the executor of the estate of a deceased ratepayer.

3.2.5 Prohibited by law from occupation

Properties will be eligible for exemption under this category where a letter or notice has been served by a recognised authority prohibiting the use of the premises.

3.2.6 Properties under a Compulsory Purchase Order

Exemption should be awarded under this category where the ratepayer can provide proof from either South Lanarkshire Council or any Scottish Government department indicating that they have, or intend to, compulsorily purchase the premises.

Exemption can be awarded from the date that notice is served on the ratepayer which is likely to be an earlier date than the actual date of the compulsory purchase.

3.2.7 Property has no buildings

Where the subject has no buildings, i.e., an aerial or mast, advertising station etc, then neither the 50% nor 90% unoccupied rate can be levied. These empty property relief charges can only be levied on 'relevant lands and heritages' which is defined in the legislation as 'any lands and heritages comprising one or more buildings or a part of a building'. Therefore, exemption must also be given in this situation.

3.2.8 Owner is a company or partnership in administration

Exemption is awarded where the ratepayer is the property owner and is a company or limited liability partnership which is subject to an administration order under part II of the Insolvency Act 1986 or is in administration within the meaning of paragraph 1 of schedule B1 of the Insolvency Act 1986.

3.2.9 Owner is a company or partnership being wound up

Exemption is awarded where the ratepayer is the property owner and is a company or limited liability partnership being wound up in terms of the Insolvency Act 1986.

3.3 Unoccupied industrial property

- 3.3.1 Industrial properties that do not fall into one of the exempt categories above are eligible for 100% relief for 6 months followed by a 90% empty property charge. Where a property is receiving 100% relief on 31 March 2023, only the balance of the 6 months relief at this rate will be applicable from 1 April 2023.

For the purposes of this policy, the definition of industrial property is:

"industrial lands and heritages" means lands and heritages (other than retail lands and heritages) comprising one or more buildings which is, or all of which are,—
(a) constructed or adapted for use in the course of a trade or business; and
(b) constructed or adapted for use for one or more of the following purposes, or one or more such purposes and one or more purposes ancillary thereto:—
(i) the manufacture, repair or adaptation of goods or materials;
(ii) the subjection of goods or materials to any process;
(iii) storage (including the storage or handling of goods in the course of their distribution);
(iv) the working or processing of minerals;
(v) the generation of electricity;

"relevant lands and heritages" means any lands and heritages comprising one or more buildings or a part of a building;

3.4 Other (non-industrial) properties

Properties which do not fall into one of the exempt categories above, and are not industrial properties, are entitled to 50% relief for three months followed by a 90% empty property charge. Where a property is receiving 50% relief on 31 March 2023 only the balance of the 3 months relief at this rate will be applicable from 1 April 2023.

3.5 Short term partly occupied properties

In certain circumstances, unoccupied relief can be awarded where only part of a property is occupied. This relief is restricted to a maximum of three months on the unoccupied part and can only be awarded once. The criteria which must be met before relief can be awarded is as follows:

- the property must be industrial (see definition above)
- applications can only be considered for the current financial year
- the rateable value of the unoccupied area must be at least 5% of the total rateable value
- relief cannot be applied for periods of less than 1 month
- relief cannot be applied for periods of more than 3 months
- The claim must be submitted whilst the area remains unoccupied

A plan of the premises, indicating the unoccupied area, must be sent to the council with the completed application form. The Lanarkshire Valuation Joint Board will determine the rateable value of the unoccupied area and relief will be awarded on this basis.

3.6 Re-occupation rule

Non-exempt properties will not be eligible for 50% or 100% relief if the property has been occupied for less than six months since the last award of relief. 10% relief will apply in such cases.

3.7 Retrospective relief applications

An award of empty property relief may have to be recalculated in the event that a retrospective application is received for a past period. This may result in the reduction of relief for the existing rate payer.

4. Documentary evidence

4.1 Documentary evidence is required in all cases unless:

- the rateable value of the subject is £100 or less, or the property description is 'ground' or 'premises'
- the unoccupied period is less than 1 month
- the application for relief is completed by a trustee, liquidator or administrator in the case of insolvency
- South Lanarkshire Council is the ratepayer.

4.2 Examples of documentary evidence are:

- Zero or minimal use energy bills for the unoccupied period.
- Invoices and receipts for refurbishment works carried out on the property.
- Evidence of the property advertised for sale or let.
- Time stamped photographic evidence of the inside and outside of the property.
- Preservation Orders
- Governing body notice prohibiting occupation
- Compulsory purchase order
- Other evidence / verification that the property is / was unoccupied may be acceptable by the Council's Non-Domestic Rates Team.

5. Unoccupied repossessed property

Exemption can only be awarded where the property falls into one of the defined exempt categories in section 3 above.

6. Seasonal occupation

Unoccupied relief is not available to the property types below as the rateable value has been adjusted to take account of seasonal occupation.

- self-catering units
- holiday cottages
- markets
- other outdoor or tourist attractions

7. Showhouses

Showhouses, are entered into the valuation roll whether they are furnished or not and are not eligible for unoccupied property relief.

8. Retrospective claims

Eligible claims will be processed for the current year and with 6 years retrospection. As with all claims for unoccupied relief documentary evidence must be supplied covering the relevant period.

9. Avoidance of rates charges

The Council reserves the right to reject an empty property relief application from a tenant/lease holder where it appears that the property owner has put the agreement in place for the purpose of avoiding liability for rates charges.

10. Further information and guidance

If you require further information or have any questions about the content of this procedure, please contact:

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Team Leader (Non-Domestic Rates and Sundry Income)
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Report

11

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Procurement Strategy Action Plan – Mid Year Update (2022/2023)
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on progress in the Procurement Strategy Action Plan for the period 1 April to 30 September 2022

2. Recommendation(s)

2.1. Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted.

3. Background

3.1. The Council's Procurement Strategy 2020/2023 was approved by Executive Committee on 13 May 2020 and the reviewed Strategy objectives for 2022/2023 were noted by Finance and Corporate Resources Committee on 7 September 2022.

4. Procurement Strategy and Action Plan Update

4.1. The Procurement Strategy updated for 2022/2023 included seven key strategic objectives, which linked to key outcomes for the Procurement Service. An update on each of these objectives and evidence of progress in working towards these outcomes is included in Appendix 1 with highlights included below:-

- ◆ publication of the Annual Procurement Report 2021/2022
- ◆ contribution to financial savings targets through Procured Spend Review
- ◆ supplier liaison on supply chain and inflationary pressures in challenging economic conditions
- ◆ implementation of new Fair Work First criteria from April 2022 and annual confirmation of payment of Living Wage in all Social Care contracts
- ◆ improved local SME engagement in tender events in support of the council's first Community Wealth Building Strategy, including a Meet the Buyer event with North Lanarkshire planned for February 2023

4.2. The Procurement Strategy Action Plan included specific projects for 2022/2023, in support of our strategic objectives. An update on progress across each of the actions to the end of September 2022 is provided in Appendix 2.

4.3. A total of 9 actions are included in the action plan for 2022/2023 and progress is summarised in the table below. Highlights include:-

- ◆ implementation of Fair Work First standards from April 2022
- ◆ progress in Procured Spend review in identifying financial efficiencies totalling £0.600 million by September 2022
- ◆ Prioritisation Framework completed in the Sustainable Procurement Tools and published in the Annual Procurement Report
- ◆ ongoing support for Resources with supply chain issues and inflationary pressures given wider economic challenges

Category	Number	Comment
Green	9	Expected to complete within timescale
Total	9	

4.4. A new Procurement Strategy for the period 2023 to 2028 is currently under development.

5. Employee Implications

5.1. There are no employee implications arising from this report.

6. Financial Implications

6.1. There are no financial implications arising from this report.

7. Climate Change, Sustainability and Environmental Implications

7.1. The Procurement Service are working with the Scottish Government's Sustainable Toolkit, which aims to embed sustainable procurement into the Council's procurement processes and monitors progress in achieving the Sustainable Procurement Duty, including Climate Change objectives.

7.2. For 2022/2023 the main activity will focus on the review of the scoring of sustainability in contracts and progression of the Flexible Framework Sustainability action plan.

8. Other Implications

8.1. The Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total annual value of regulated procurement spend of £5 million or more, to prepare and publish a Procurement Strategy. An organisation must also review its Procurement Strategy annually and make such revisions as it considers appropriate for the purposes of the Act. The risk of non-compliance is mitigated by the proposals in this report.

9. Equality Impact Assessment and Consultation Arrangements

9.1. There is no requirement to carry out an equality impact assessment in terms of the proposals contained within this report.

9.2. As this is a monitoring report, no consultation is appropriate or necessary.

Paul Manning

Executive Director (Finance and Corporate Resources)

13 January 2023

Link(s) to Council Values/Ambitions/Priorities

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Procurement Strategy 2020-2023 Review 2022/2023: Finance and Corporate Resources Committee 7 September 2022

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Name: Craig Fergusson, Head of Finance (Transactions)

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Procurement Strategy 2020-2023 Key Objectives

Objective	Aim	Outcome	Progress
Compliance	Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts	Improve compliance and mitigate risk of contract challenge	Satisfactory: Procurement continue to monitor compliance with regulations and Standing Orders on Contracts across the Council, including publication of the Annual Procurement Report.
Value for Money	To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings	Improved Value for Money in support of the Council's Financial Strategy	Satisfactory: Procurement continue to work with Resources in recognising demand and cost drivers and identifying opportunities for efficiencies, as evidenced by: <ul style="list-style-type: none"> Efficiency opportunities identified in the Procured Spend review under Council's Transformational Review Programme
Collaborative	Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement	Improved levels of collaborative activity and delivery of efficiencies	Satisfactory: We continue to engage with procurement partners to identify collaborative opportunities and influence development of collaborative working, as evidenced by: <ul style="list-style-type: none"> 93% participation in Scotland Excel frameworks and positive engagement with other collaborative partners, including Scottish Procurement Alliance, Procurement for Housing and Hub South-West.
Contract and Supplier Management	Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery	Ensure suppliers meet contractual obligations, drive improvements in supplier performance and achieve efficiency improvements	Satisfactory: We can demonstrate an effective approach to contract and supplier management, as evidenced by: <ul style="list-style-type: none"> Extensive liaison with suppliers on inflationary and supply chain issues in a challenging economic environment Positive contract management engagement with Social Care providers to support H&SCP

Fair Work Practices	Work with suppliers to improve Fair Work Practices, including payment of the Living Wage and compliance with Council Charters	Improved Fair Work Practices and Living Wage for those involved in delivery of Council contracts	<p>Satisfactory: We continue to promote Fair Work Practices and payment of the Living Wage, as evidenced by:</p> <ul style="list-style-type: none"> • Annual confirmation of payment of Living Wage in all Social Care contracts • Implementation of new Fair Work First standards from Scottish Government by April 2022
Sustainable and Ethical	Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty	Meet the Sustainable Procurement Duty	<p>Satisfactory: working with the Scottish Government's Sustainable Procurement Toolkit, the council has:</p> <ul style="list-style-type: none"> • Committed to six monthly updates of the Flexible Framework to assess the organisational progress with sustainable procurement. • Completed the Prioritisation tool to inform the Council's priorities for sustainable outcomes for contracts and published the outcomes in the annual report.
Community Wealth Building	Support and encourage the local economy to grow sustainably through the effective use of procurement to develop local communities and maximise use of Community Benefits	Ensure the spending power of the Council and Community Benefits contribute towards Community Wealth and achieve National Outcomes	<p>Satisfactory: Procurement contributes to the local spend pillar under the Community Wealth Building Strategy, as evidenced by:</p> <ul style="list-style-type: none"> • We continue to engage with local suppliers and SMEs to promote contract opportunities and our joint work in this area is continuing with the Supplier Development Programme and Economic Development partners. • A joint in person Meet the Buyer event is being planned with North Lanarkshire Council for February 2023. • Monitoring of the impact of the new Quick Quote for Works under £2m projects.

Procurement Strategy Action Plan 2021/2022

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Sustainable Procurement toolkit progress: update Flexible Framework 6 monthly	Sustainable and Ethical	Procurement	31 March 2023	Green	Flexible framework updated in September 2022
Sustainable Procurement: complete Prioritisation Framework consultation with Resources and complete pilot Sustainability Test	Sustainable and Ethical	Procurement	30 June 2022	Green	Prioritisation Framework completed June 2022. Pilot sustainability test for Household Waste Recycling Centres will be progressed for the 2023 tender process.
Continue to monitor commodity and pricing pressures following EU Exit, Covid 19 recovery and general economic impacts	Contract and Supplier Management	Procurement & Resources	31 March 2023	Green	Procurement Service continue to support contract managers in dealing with inflationary pressures.
Support Scotland Excel's savings review project and consider Benefit Tracking framework	Value for Money	Procurement & Resources	31 March 2023	Green	Procurement Service are supporting the projects recommended by the Procured Spend review.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Implementation of Community Benefit monitoring arrangements and review the scope of the Community Benefits menu. Including scope for Community Wish-lists	Sustainable and Ethical / Community Wealth Building	Procurement / Community Engagement Team / Resources	31 March 2023	Green	Community Benefit officer in post from October 2022 and plans are in place to review the CB strategy and points menu and implement monitoring arrangements. Ongoing liaison with Community Engagement Team on Community Wish List approach
Progress the action plan for the Spend Pillar to support the delivery of the objectives of the Community Wealth Building strategy.	Community Wealth Building	Procurement / Economic Development	31 March 2023	Green	Procurement contribute to the Community Wealth Building Spend Pillar Action plan, with specific focus on supplier engagement events and working with Resources to identify suitable projects for Quick Quote.
Monitor the impact of new Fair Work First framework and monitor Scottish Government guidance on Living Wage	Fair Work First	Procurement	31 March 2023	Green	Fair Work First implemented from 1 April 2022 and approach to Living Wage is being developed.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Monitor implications of introduction of National Care Service on Social Care commissioning arrangements and implement revised contractual arrangements in accordance with SPPN7	Contract and Supplier Management	Procurement and H&SCP	31 March 2023	Green	Procurement and the HSCP continue to consider the recommendations of SPPN7 for all Social Care contractual arrangements, although no further guidance has been issued by Scottish Government.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Support Oracle Fusion project to transform Procure to Pay systems	Compliance	Procurement	31 March 2023	Green	Good progress is being made on the development of the new contract and supplier performance management modules in Oracle Fusion. Extensive discussions with Resources on the review of No PO, No Pay policy, specifically on the issue of Purchase Orders for Works. A revised set of purchasing controls has been reviewed by Internal Audit and is with the Procurement Network for Resource comment.

Report

12

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	15 February 2023
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Finance and Corporate Resource Plan: Quarter 2 Progress Report 2022/2023
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Finance and Corporate Resource Plan Quarter 2 Progress Report 2022/2023, for the period 1 April 2022 to 30 September 2022

2. Recommendations

2.1. The Committee is asked to note the following recommendation(s):-

- (1) that the Finance and Corporate Resource Plan Quarter 2 Progress Report 2022/2023 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted;
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4. of this report, be noted; and
- (4) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' at Quarter 4 2020/2021, as summarised in paragraph 5.5., be noted.

3. Background

- 3.1. The Finance and Corporate Resource Plan 2022/2023 was approved by the Executive Committee on 24 August 2022 and noted by this Committee on 7 September 2022 and sets out the outcomes, measures and actions to be managed and delivered by the Resource in the financial year 2022/2023.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements and provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the Outcomes set out in the Council Plan Connect 2022 to 2027.
- 3.3. As Elected Members are aware, from March 2020 onwards at times the Council was forced to suspend or reduce a number of services that could not be continued in full due to the Covid pandemic. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities, and businesses. Despite the return of services through the Council's Recovery Plan there is a Covid legacy in terms of a residual impact on some services and a significant build-up of demand, as a result of which there remains an inevitable impact on performance in some areas.

4. Resource Objectives 2022/2023

- 4.1. The Resource has established a number of outcomes to support the delivery of the Connect Outcomes in 2022/2023. These are detailed at Appendix 1.

5. Quarter 2 Progress Report 2022/2023

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2022/2023, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

Status	Definition
Blue	Project complete
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 5.2. Measures which are classified as 'red' are considered in detail at section 5.4. of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and/or 'amber' measures at a future meeting.

The overall summary of progress to date is as follows and performance should be considered in the context of the impact of responding to Covid 19:-

Status	Measures			
	Statistical	Project	Total	%
Blue	N/A	2	2	4%
Green	16	23	39	85%
Amber	1	0	1	2%
Red	0	1	1	2%
Report later/Contextual	0	3	3	7%
Totals	17	29	46	100%

(Data correct as at 20 December 2022)

- 5.3. Key achievements for 2022/2023, to date, are noted below:-

5.3.1.

Connect Outcome	Communities and Environment
Resource Outcome	Achievement
Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes	In pursuit of developing bespoke locality planning, two partnerships have been established in Cambuslang/Rutherglen and Clydesdale, chairpersons are in place and have joined the Community Planning Partnership Board.

Connect Outcome	Education and Learning
Resource Outcome	Achievement
	No Resource Outcomes for this Connect Outcome

Connect Outcome	Health and Wellbeing
Resource Outcome	Achievement
	No Resource Outcomes for this Connect Outcome

Connect Outcome	Children and Young People
Resource Outcome	Achievement
	No Resource Outcomes for this Connect Outcome

Connect Outcome	Housing and Land
Resource Outcome	Achievement
	No Resource Outcomes for this Connect Outcome

Connect Outcome	Our Economy
Resource Outcome	Achievement
A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive	<p>At the Community Wealth Building (CWB) Commission on 6 September an input from the Centre for Local Economic Strategies (CLES)/Scottish Government provided an opportunity for a wide-ranging discussion of CWB both in the UK and elsewhere, which will feed into the further development of the strategy in South Lanarkshire. Further sessions will be held later in the year.</p> <p>We support a range of Modern Apprentices in Care, Digital/IT, Construction and Business Administration. The programme is on target, with 32 starts to date</p>

- 5.3.2. In addition to working towards these Outcomes, we recognise that the council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource outcomes have also been identified under the heading Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	
Resource Outcome	Achievement
The Council demonstrates high standards of governance and sound financial stewardship	The Council's Revenue Budget Strategy for 2023-24 was approved by Council on 15 June 2022. An update was approved by the Executive Committee in September 2022, with further updates to be provided as required.
Customers experience high quality and improving Council services	Licensing and Registration implemented a remote birth registration service, providing customers with the option of registering a birth either in person or over the phone.
	The use of 'real-time' messaging within Finance Transactions has been implemented within the Benefits and Council Tax Call Centre and is being rolled out to other teams ie Non Domestic Rates (NDR), Customer Service Centre (CSC). This enables call handlers to issue links to online forms/web content to callers to promote customer self-service for enquiries, such as applying for Benefits/discounts and registering for myaccount.
	The new Council Plan 2022 to 2027 and the new Community Plan 2022 to 2032 were completed and approved by the full Council on 15 June 2022
The workforce has the skills, flexibility and capacity to deliver the Council's priorities	During the period 1 April to 30 September 2022, SLC employees completed 59,196 eLearning modules. In the same period, 3,751 employees attended 665 classroom-based events, and 1,053 employees attended 112 virtual online events.
Digital and ICT services meet the needs of the Council and its customers	<ul style="list-style-type: none"> Implemented a new home care workforce scheduling system. Upgraded Audio Visual systems within the Council Chambers. Refreshed network equipment across the schools estate.

5.4. Areas for improvement

Measures that have been classified as 'red' (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where applicable.

Delivering the plan and achieving Best Value		
Resource Outcome: Digital and ICT services meet the needs of the council and its customers		
Measure	Comments/Progress	Action by Manager (where applicable)
Migrate to new Integrated Housing and Property Management system by Nov 2022	Due to COVID and other technical reasons, the project has experienced delays and is to be rescheduled.	Project rescheduled for implementation in October 2023

- 5.5. Report later
Measures in the quarterly progress reports which are not red, amber or green can be assigned a status of 'report later' or 'contextual'. Of the 3 measures identified in these categories at Quarter 4 2021/2022, one was a contextual measure, for which figures and narrative were provided in the Q4 report. Two are Local Government Benchmarking Framework (LGBF) indicators, for which the 2021/2022 results will not be published until February 2023. No further action is required.
- 6. Employee Implications**
- 6.1. The outcomes noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.
- 7. Financial Implications**
- 7.1. The outcomes within the Resource Plan are reflected in the respective annual Resource Revenue and Capital budgets and, longer term, within the framework of the council's approved Financial Strategy.
- 8. Climate Change, Sustainability and Environmental Implications**
- 8.1. There are no climate change or environmental implications as a result of this report.
- 8.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.
- 9. Other Implications**
- 9.1. There are no other implications as a result of this report.
- 9.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 10. Equality Impact Assessment and Consultation Arrangements**
- 10.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

Paul Manning
Executive Director (Finance and Corporate Resources)

20 December 2022

Link(s) to Council Values/Priorities/Outcomes

- ♦ The Resource Plan has been structured upon the Vision, Values and Outcomes in the Council Plan Connect 2022 to 2027

Previous References

- ♦ Finance and Corporate Resources Quarter 4 Progress Report 2021/2022 - 7 September 2022

List of Background Papers

- ♦ Council Plan Connect 2022 to 2027 – approved by the full Council on 15 June 2022
- ♦ Finance and Corporate Resource Plan 2022/2023 – approved by the Executive Committee on 24 August 2022 and noted by Finance and Corporate Resources Committee on 7 September 2022

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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E-mail: tom.little@southlanarkshire.gov.uk

Finance and Corporate Resource Outcomes 2022-23

Connect Outcomes	Resource Outcomes
Communities and Environment	<ul style="list-style-type: none"> Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes
Education and Learning	<ul style="list-style-type: none"> No Resource Outcomes for this Connect Outcome
Health and Wellbeing	<ul style="list-style-type: none"> No Resource Outcomes for this Connect Outcome
Children and Young People	<ul style="list-style-type: none"> No Resource Outcomes for this Connect Outcome
Housing and Land	<ul style="list-style-type: none"> No Resource Outcomes for this Connect Outcome
Our Economy	<ul style="list-style-type: none"> A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive

Delivering the Plan and achieving Best Value	<ul style="list-style-type: none"> The council demonstrates high standards of governance and sound financial stewardship Customers experience high quality and improving council services The workforce has the skills, flexibility and capacity to deliver the council's priorities Digital and ICT services meet the needs of the council and its customers
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Finance and Corporate Resources

improve

Resource Plan

Performance Report 2022-23

Quarter 2 : April 2022 - September 2022

(This represents the cumulative position to September 2022)

Summary - number of measures green, amber and red under each Council Plan Outcome / Theme

Council Outcome/ Theme	Green	Amber	Red	Report later / Contextual	Total
<i>Communities and Environment</i>					
<i>Education and Learning</i>					
<i>Health and Wellbeing</i>					
<i>Children and Young People</i>					
<i>Housing and Land</i>					
Our Economy	3				3
Delivering the plan and achieving best value	13	1			14
Total	16	1	0	0	17

How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.

Council Plan Outcome

Resource Plan outcome

Performance Indicators

Progress update (Cumulative)

Indicator Status – are we on course to achieve?
The “traffic light” codes are:

Green

Target met, or expected to be met with no issues

Amber

There may be problems or minor slippage against target

Red

Not on course to achieve target, major slippage anticipated

Measures which are to be reported later or which are “for information only” are not colour coded

Our Economy

A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.

Performance Indicators	Comments/ Progress	Status	This Year		Last 3 Years		
			Target	To Date			
Number of unemployed people supported via council-operated employability programmes	We have supported 2118 people in total of which 1934 are unemployed and 184 are employed	Green	1,000	1,934	2,135	1,322	1,348
Number of unemployed people gaining sustainable employment	This one of the highest job outcome results seen in the past five years.	Green	400	1,146	863	713	410
Number of unemployed people accessing further education or training	Exceeded target	Green	200 people	219 people	501 people	568 people	211 people

Statistics for the current year. The **Target** shows what we want to achieve by the end of the year. The **To Date** column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Our Economy

A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Number of unemployed people supported via council-operated employability programmes	The results to the end of Quarter 2 are on target	Green	1,200	867	1,322	1,348	1,934
Number of unemployed people gaining sustainable employment	The results to the end of Quarter 2 are on target	Green	600	326	713	410	1,146
Number of unemployed people accessing further education or training	As at Quarter 2 we have 214 people progressing in further education and training. We have exceeded our annual target	Green	200 people	214 people	568 people	211 people	219 people

Delivering the plan and achieving best value

The council demonstrates high standards of governance and sound financial stewardship

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date			
Pay invoices within the target of 28 days	Target exceeded.	Green	90.0%	92.0%	89.0%	90.9%	93.4%
Percentage of income due from Council Tax received by the end of the year - in year (incl water)	The annual Council Tax collection target for 2022-23 has been set at 95.5%. At Quarter 2, Council Tax collection is currently 63.53%, ahead of target by 0.03% and ahead of comparable performance in 2021-22 by 3.59%.	Green	95.50%	63.53%	95.36%	94.89%	95.54%
% of Non Domestic rates income achieved	Non Domestic rates collection is currently 53.6%, ahead of the Q2 target by 0.1%.	Green	97.5%	53.6%	98.6%	96.8%	97.5%
Sundry Income collection	To date, a collection rate of 97.9% has been achieved, 0.9% ahead of target.	Green	97.0%	97.9%	98.0%	97.8%	98.1%
Liquor licensing processing target - 97% within service targets	Target has been achieved.	Green	97.0%	97.0%	99.0%	100.0%	92.0%
Registration processing target - 97% within service targets	Target has been achieved.	Green	97.0%	100.0%	99.0%	100.0%	93.0%
Citizenship processing target - 97% within service targets	Target has been achieved.	Green	97.0%	100.0%	100.0%	100.0%	100.0%
Complaints processing target - 97% within service targets	Target has been achieved.	Green	97.0%	100.0%	100.0%	100.0%	100.0%

Delivering the plan and achieving best value**Customers experience high quality and improving council services**

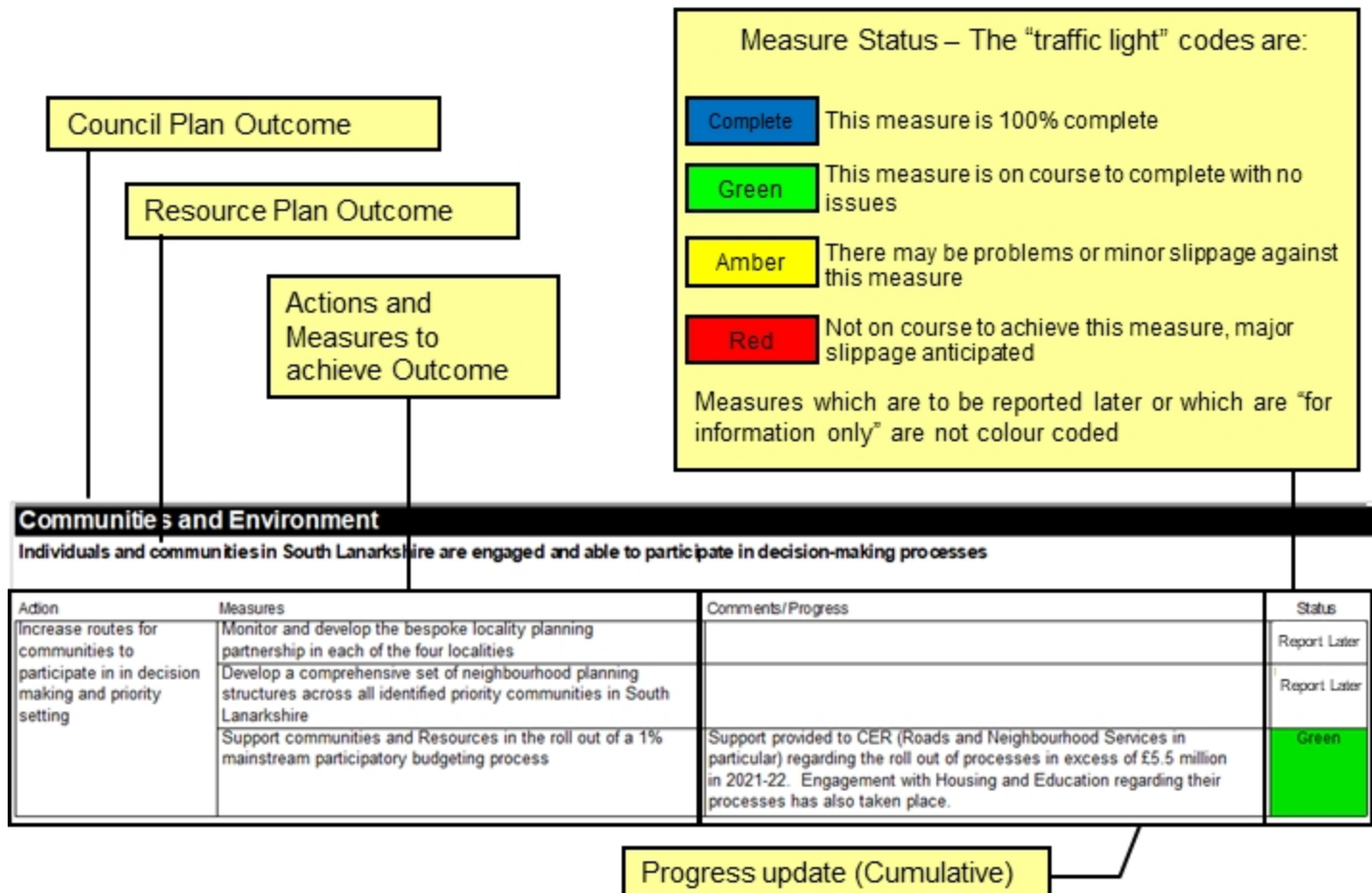
Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date			
Customer Service Centre - % of calls answered	Target exceeded - at Q2, 95% of all calls answered against a target of 90%.	Green	90.00%	95.00%	91.00%	92.00%	93.00%
Customer Service Centre – average queue time	Slight slippage against target. Currently sitting at 153 seconds. Target is 120 seconds. Continue to work to ensure target is met.	Amber	120	153	94	93	158
Benefits administration – average processing times for new Housing Benefit and Council Tax Reduction claims	Processing times for new claims is currently 13 days, 1 day under target with annual target of 14 days expected to be achieved.	Green	14 days	13 days	15 days	13 days	13 days
Housing Benefit and Council Tax Reduction – accuracy of processing	Accuracy performance is currently 96.1%, exceeding the target.	Green	93.5%	96.1%	94.4%	92.6%	94.4%
Scottish Welfare Fund – average processing times for Crisis Grants	Processing times for Crisis Grants is currently equal to target.	Green	2 days	2 days	2 days	2 days	2 days
Scottish Welfare Fund – average processing times for Community Care grants	Processing times for Community Care Grants is currently equal to target.	Green	15 days	15 days	14 days	12 days	16 days

Summary - number of measures complete, green, amber and red under each Council Plan Outcome / Theme

Council Outcome/ Theme	Complete	Green	Amber	Red	Report later	Total
Communities and Environment		3				3
<i>Education and Learning</i>						
<i>Health and Wellbeing</i>						
<i>Children and Young People</i>						
<i>Housing and Land</i>						
Our Economy		7				7
Delivering the plan and achieving best value	2	13		1	3	19
Total	2	23	0	1	3	29

Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented .



Communities and Environment

Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes

Action	Measures	Comments/ Progress	Status
Increase routes for communities to participate in decision making and priority setting	Monitor and develop the bespoke locality planning partnership in each of the four localities	Two partnerships established, chairs in place and chairs have joined the CPP Board. Two partnerships in development, and dialogue happening with the groups who will be invited to join them.	Green
	Develop a comprehensive set of neighbourhood planning structures across all identified priority communities in South Lanarkshire	Stakeholder groups in place in all communities with current neighbourhood plans.	Green
	Support communities and Resources in the roll out of a 1% mainstream participatory budgeting process	Support given to resources for PB in roads and street cleaning services. Support given to communities to engage.	Green

Our Economy

A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.

Action	Measures	Comments/ Progress	Status
Progress the Community Wealth Building (CWB) strategy for South Lanarkshire	Implement a programme of development sessions for the CWB Commission to widen the scope of the strategy by March 2023	At the CWB Commission on 6 September an input from CLES/Scottish Government provided an opportunity for a wide-ranging discussion of CWB both in the UK and elsewhere, which will feed into the further development of the strategy in South Lanarkshire. Further sessions will be held later in the year.	Green
	Establish a monitoring and reporting framework for the CWB action plan by the end of April 2022	The monitoring and reporting framework is in place and the action plan has been reported to the Commission at Q2 and Q4 2021-22. The refreshed action plan for 2022-23 will be reported to the Commission at similar points in the year 2022-23.	Green

Our Economy

A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.

Action	Measures	Comments/ Progress	Status
Deliver effective Employability Services to support Economic Recovery	Deliver the Young Persons Guarantee Programme. A guarantee to young people aged 16-24 to support and progress them into fair work opportunities, training or further education and volunteering	We continue to deliver support to young people aged 16-24 with Key Workers supporting them on their journey towards sustainable work. The young people engaged having multiple barriers to employment and require longer intensive employability support	Green
	Kickstart Programme – support DWP flag ship programme as the largest employer in the area providing fair work opportunities for 50 young people to work within the council in various occupations	South Lanarkshire Council won an employer award for this UK govt funded programme. Of the Kickstart trainees who started, 19 have been successful in securing either a longer term or permanent post within the Council before their Kickstart opportunity came to an end. 1 trainee secured a similar role with a different employer, and 4 have exited the programme upon completion to pursue opportunities elsewhere. We currently have 19 trainees still on their Kickstart journey and we expect to see the majority of them progressing into Council jobs.	Green
	Support Modern Apprentices to enter fair work opportunities within the Council ranging from care, admin and craft occupations	We support a range of MA's in Care, Digital/IT, Construction and Business Administration. The programme is on target with 32 starts to date	Green
	Deliver targeted recruitment programmes to support the local jobs market addressing skills shortages such as HGV Drivers, Personal Carers, Customer Service etc	We currently have 12 trainees progressing through HGV training and tests including wraparound employability support and will be extending the scope to support PCV opportunities.	Green
	Deliver targeted employer recruitment incentives to support those aged 25 plus enter and sustain fair work opportunities and support parents and families with complex barriers to employment	The employer engagement function continues to support businesses with recruitment incentives to support clients with multiple barriers to employment and help parents and families most in need. A dedicated Money Matters member of staff is now providing in work better off financial support and advice including helping the most vulnerable families within our communities as the cost-of-living crisis looms, rising interest rates and energy and food bills remain stuck at historic highs	Green

Delivering the plan and achieving best value**The council demonstrates high standards of governance and sound financial stewardship**

Action	Measures	Comments/ Progress	Status
Lead financial planning and reporting for the council	Financial Strategy to be agreed by June 2022	The Council's Revenue Budget Strategy for 2023/2024 was approved by Council on 15 June 2022. An update was approved by the Executive Committee in September 2022, with further updates to be provided as required.	Green
	Budget proposals to be considered by members by December 2022	A recent Budget update was approved by Executive Committee in September 2022 and a further update will be provided before the end of the calendar year.	Report Later
	Budget agreed by March 2023	Work is ongoing with a view to setting a Budget by the end of the financial year.	Report Later
	Capital programme for 2023-24 to be agreed by March 2023	Work is ongoing to set a capital programme for 2023/2024.	Report Later
Compliance with internal audit standards	Undertake an external assessment of Internal Audit to provide assurance that the function continues to operate in compliance with the Public Sector Internal Audit Standards	PSIAS external assessment is due to commence in Quarter 3 of 2022/2023 with a report on outcomes to CMT and RASC by 31 March 2023.	Green

Customers experience high quality and improving council services

Action	Measures	Comments/ Progress	Status
Monitor the progress of transformation projects through reporting framework to CMT	Evidence of reporting of progress to CMT across all transformation projects	CMT Efficiency meetings are held regularly and transformation project progress reported at each meeting.	Green
Deliver more convenient and accessible forms of customer contact	Increase the availability and use of online forms and streamline customer contact processes	An ongoing programme of work to review and develop Transactions online forms and improve web content, has increased customer access to self-service options. Changes to 3 B&R telephony menu structures are being piloted. The aim is to promote self service by directing callers to the website and online forms for specific enquiry types.	Green

Delivering the plan and achieving best value**Customers experience high quality and improving council services**

Action	Measures	Comments/ Progress	Status
	New digital contact methods will be explored to improve contact channels	The use of 'real-time' SMS within Transactions has been implemented within the Benefits & Council Tax Call Centre and is being rolled out to other teams ie NDR, CSC. This enables call handlers to issue links to online forms/web content to callers to promote customer self service for enquiries such as applying for Benefits/discounts and registering for myaccount.	Green
	Relaunch myaccount to promote customer self-service options for a range of Council Tax activity such as viewing account balance, making payments, and applying for discounts and exemptions	Promotional activity for myaccount Council Tax via SMS, Social Media and web content has resulted in an average of 500 new registrations per month. Further promotion via Social Media is planned quarterly throughout 22/23.	Green
Lead on the renewal of strategic planning and work to further align the Council Plan with the Community Plan	Finalise the new Community Partnership Plan (CPP) by June 2022	Plan published June 2022.	Complete
	Promote the new CPP plan across South Lanarkshire throughout 2022	Comms plan agreed and launch of plan arranged.	Green
	Develop a comprehensive monitoring process for CPP actions	Work under way using the Sustainable Development Goals as a framework.	Green
	Submit new Council Plan for approval by July 2022	The new Council Plan 2022-27 was approved by the council at its meeting on 15 June 2022.	Complete

Digital and ICT services meet the needs of the council and its customers

Action	Measures	Comments/ Progress	Status
Take forward IT strategic developments	Migrate to new Integrated Housing and Property Management system by November 2022	Due to COVID and other technical reasons, the project has experienced delays and is to be rescheduled for implementation in October 2023	Red
	Implement approved actions from Year 3 of the SLC Digital Inclusion Strategy to support most deprived citizens to access benefits of being online	On course to achieve	Green
	Complete procurement exercise to identify partner to meet SLC Digital Connectivity requirements	On course to achieve	Green
	Develop and deliver training plan to upskill IT staff in new technologies	On course to achieve	Green

Delivering the plan and achieving best value**Digital and ICT services meet the needs of the council and its customers**

Action	Measures	Comments/ Progress	Status
	Complete first phase of migration to Oracle Cloud Fusion system by February 2023	On course to achieve	Green

The workforce has the skills, flexibility and capacity to deliver the council's Priorities

Action	Measures	Comments/ Progress	Status
Adjust the Council Workforce Plan to match the changed environment	Resource Workforce Plans updated taking account recovery from COVID and set out requirements moving forward. These will be used to configure the Council Workforce Plan and will reported to Committees by September 2022	Workforce Plans as described have been presented to committee.	Green