



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 21 March 2023

Dear Councillor

## **Executive Committee**

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

**Date: Wednesday, 29 March 2023**

**Time: 10:00**

**Venue: Hybrid - Committee Room 1, 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**

Joe Fagan (Chair/ex officio), Gerry Convery (Depute Chair), Alex Allison, John Anderson, Robert Brown, Andy Carmichael, Maureen Chalmers, Ross Clark, Margaret Cooper, Andrea Cowan, Maureen Devlin, Gladys Ferguson-Miller, Mark Horsham, Gavin Keatt, Eileen Logan, Katy Loudon, Hugh Macdonald, Ian McAllan, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Mo Razzaq, Kirsten Robb, John Ross, David Shearer, Margaret B Walker

### **Substitutes**

John Bradley, Walter Brogan, Poppy Corbett, Margaret Cowie, Graeme Horne, Martin Hose, Susan Kerr, Ross Lambie, Elaine McDougall, Norman Rae, Dr Ali Salamati, Graham Scott, David Watson

## BUSINESS

### 1 Declaration of Interests

- 2 Minutes of Previous Meeting** 3 - 12  
Minutes of the meeting of the Executive Committee held on 1 March 2023 submitted for approval as a correct record. (Copy attached)

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### Monitoring Item(s)

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- 3 Revenue Budget Monitoring for Period 12 - 1 April 2022 to 24 February and Probable Outturn** 13 - 18  
Report dated 15 March 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 Capital Programme 2022/2023 Update and Monitoring for Period 12 – 1 April 2022 to 24 February 2023** 19 - 28  
Report dated 8 March 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 Additional Funding from Scottish Government and Other External Sources** 29 - 32  
Report dated 8 March 2023 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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### Item(s) for Decision

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- 6 Police Scotland Local Police Plan 2023 to 2026** 33 - 66  
Report dated 15 March 2023 by the Executive Director (Housing and Technical Resources). (Copy attached)
- 7 Community Alert Alarm Service** 67 - 72  
Report dated 8 March 2023 by the Director, Health and Social Care. (Copy attached)

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### Urgent Business

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- 8 Urgent Business**  
Any other items of business which the Chair decides are urgent.

### ***For further information, please contact:-***

Clerk Name:	Pauline MacRae
Clerk Telephone:	07385 370044
Clerk Email:	pauline.macrae@southlanarkshire.gov.uk

## EXECUTIVE COMMITTEE

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Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 1 March 2023

### **Chair:**

Councillor Joe Fagan (ex officio)

### **Councillors Present:**

Councillor Alex Allison, Councillor John Anderson, Councillor Walter Brogan (*substitute for Councillor Eileen Logan*), Councillor Robert Brown, Councillor Andy Carmichael, Councillor Ross Clark, Councillor Gerry Convery (Depute), Councillor Margaret Cooper, Councillor Andrea Cowan, Councillor Maureen Devlin, Councillor Gladys Ferguson-Miller, Councillor Mark Horsham, Councillor Ross Lambie (*substitute for Councillor Richard Nelson*), Councillor Katy Loudon, Councillor Hugh Macdonald, Councillor Elaine McDougall (*substitute for Councillor Maureen Chalmers*), Councillor Ian McAllan, Councillor Catherine McClymont, Councillor Kenny McCreary, Councillor Lesley McDonald, Councillor Mark McGeever, Councillor Davie McLachlan, Councillor Mo Razzaq, Councillor Kirsten Robb, Councillor John Ross, Councillor David Shearer, Councillor Margaret B Walker

### **Councillors' Apologies:**

Councillor Maureen Chalmers, Councillor Gavin Keatt, Councillor Eileen Logan, Councillor Richard Nelson

### **Attending:**

#### **Chief Executive's Service**

C Sneddon, Chief Executive

#### **Community and Enterprise Resources**

D Booth, Executive Director

#### **Education Resources**

T McDaid, Executive Director

#### **Finance and Corporate Resources**

P Manning, Executive Director; T Little, Head of Communications and Strategy; P MacRae, Administration Adviser; G McCann, Head of Administration and Legal Services; K McLeod, Administration Assistant; K McVeigh, Head of Personnel Services

#### **Housing and Technical Resources**

S Gibson, Executive Director

#### **Health and Social Care/Social Work Resources**

S Sengupta, Director, Health and Social Care; L Purdie, Head of Children and Justice Services and Chief Social Work Officer

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### **1 Declaration of Interests**

No interests were declared.

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### **2 Minutes of Previous Meeting**

The minutes of the meeting of the Executive Committee held on 1 February 2023 were submitted for approval as a correct record.

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

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### **3 Revenue Budget Monitoring for Period 11 - 1 April 2022 to 27 January 2023 and Probable Outturn**

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A report dated 16 January 2023 by the Executive Director (Finance and Corporate Resources) was submitted on the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2022 to 27 January 2023 and the projection for the year to 31 March 2023.

The report:-

- ◆ summarised the previously reported probable outturn position for the Council's General Fund Revenue Account to 31 March 2023
- ◆ provided details on the probable outturn position for the Housing Revenue Account to 31 March 2023
- ◆ provided details of the position of the General Fund Revenue Account and the Housing Revenue Account respectively to 27 January 2023

At its meeting on 1 February 2023, in respect of the General Fund Revenue Account, the Committee agreed proposed transfers to reserves and the use of the £4.696 million underspend to assist in the 2023/2024 Budget Strategy. The forecast position before and after transfer to reserves was detailed in appendices 1 and 2 to the report respectively. The position detailed in Appendix 2 included the underspend of £4.696 million as a transfer to reserves, resulting in a breakeven position for the 2022/2023 probable outturn.

At 27 January 2023, the position on the General Fund Revenue Account, after transfers to reserves, was an underspend of £0.355 million, which was in line with the forecast position.

At 27 January 2023, the Housing Revenue Account showed a breakeven position and the forecast to 31 March 2023 on the Housing Revenue Account was also a breakeven position.

#### **The Committee decided:**

- (1) that it be noted that the Council's outturn position was breakeven after transfers to reserves, as detailed in section 4.2 of the report;
- (2) that the underspend position of £0.355 million on the General Fund Revenue Account at 27 January 2023, after transfers to reserves, as detailed in section 5.1 of the report, be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 27 January 2023, and the forecast to 31 March 2023 of breakeven, as detailed at sections 6.1 and 6.2 of the report, be noted.

*[Reference: Minutes of 1 February 2023 (Paragraph 3)]*

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### **4 Capital Programme 2022/2023 Update and Monitoring for Period 11 – 1 April 2022 to 27 January 2023**

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A report dated 8 February 2023 by the Executive Director (Finance and Corporate Resources) was submitted on progress of the General Fund Capital Programme and the Housing Capital Programme for the period 1 April 2022 to 27 January 2023.

At its meeting on 1 February 2023, the Committee had agreed a General Fund Capital Programme for 2022/2023 amounting to £78.272 million. A revised programme of £78.396 million was now anticipated. This reflected proposed adjustments to the programme totalling a net increase of £0.124 million, mainly as a result of additional funding for roads projects, as shown in Appendix 1 to the report. Budget for the period amounted to £38.915 million and, at 27 January 2023, £39.540 million had been spent on the General Fund Capital Programme, an overspend of £0.625 million.

Actual funding received to 27 January 2023 totalled £68.848 million. The programme spend and funding for the General Fund for the period was detailed in appendices 2 to 4 to the report.

At its meeting on 24 August 2022, the Committee had agreed a revised Housing Capital Programme for 2022/2023 amounting to £66.361 million. Programmed funding for the year also amounted to £66.361 million. The funding sources were detailed in Appendix 5 to the report. Budget for the period amounted to £45.339 million and, at 27 January 2023, £43.015 million had been spent on the Housing Capital Programme, an underspend of £2.324 million. This was due to a number of factors which were detailed in the report.

In respect of both the General Fund Capital Programme and the Housing Capital Programme, work to monitor achievable spend would continue and funding for projects remaining underspent at the financial year end would be carried forward to allow the projects to be completed in 2023/2024.

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

#### **The Committee decided:**

- (1) that the Period 11 position, as at 27 January 2023, of the General Fund Capital Programme, as detailed in appendices 1 to 4 of the report, and the Housing Capital Programme, as detailed in Appendix 5 of the report, be noted;
- (2) that the adjustments to the General Fund programme, as detailed in Sections 4.2 and Appendix 1 of the report, be approved; and
- (3) that the revised programmes be monitored by the Financial Resources Scrutiny Forum.

*[Reference: Minutes of 1 February 2023 (Paragraph 4) and 24 August 2022 (Paragraph 4)]*

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## **5 Additional Funding from Scottish Government and Other External Sources**

A report dated 9 February 2023 by the Executive Director (Finance and Corporate Resources) was submitted on additional revenue funding, totalling £1.537 million, which had been made available to the Council by the Scottish Government and other external sources.

The funding had been allocated as follows:-

#### **Revenue Funding**

<b>Resource</b>	<b>2022/2023 (£m)</b>
<b>Finance and Corporate</b>	1.537
<b>Total</b>	<b>1.537</b>

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 1 February 2023 (Paragraph 5)]*

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## **6 Proposals to Extend, Upgrade and Modernise Our Lady of Lourdes Primary School, East Kilbride**

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A report dated 16 February 2023 by the Executive Director (Education Resources) was submitted on proposals to extend, upgrade and modernise Our Lady of Lourdes Primary School, East Kilbride.

In January 2004, the Council entered a 20-year lease for the provision of a modular construction building to be used as a school building for Our Lady of Lourdes Primary School and Nursery Class. The lease term was due to end on 30 January 2024. At its meeting on 19 January 2021, the Education Resources Committee approved the acquisition of the Our Lady of Lourdes building. The building had been acquired and formed part of the Council's property portfolio.

Following the acquisition, a feasibility study had been undertaken to provide solutions and costs for the following:-

- ◆ 3 additional classrooms to accommodate pupil growth predicted from several housing developments in the school catchment area
- ◆ a comprehensive internal and external upgrade of the existing building to include a new roof, over cladding of the external walls, upgrading of the ventilation and heating systems, new windows and doors and general works to bring the school up to the high specification of the recently completed Primary Schools' Modernisation Programme
- ◆ works to secure the playground with a dedicated entrance walkway and security fencing around the perimeter of the school playground

Due to the extent of the internal and external upgrading of the building, it was proposed to decant Our Lady of Lourdes Primary School to the new Jackton Primary School building currently being constructed as part of the East Kilbride Community Growth Area. The new non-denominational Primary School at Jackton was currently programmed to open to pupils in August 2023. However, in the first year of operation, the new building would have sufficient accommodation to house both schools. It would not be possible to decant the Our Lady of Lourdes Nursery Class to the new school and it was proposed that those children be accommodated at the new Kilbryde Early Learning and Child Care Centre.

Subject to the successful completion of the new Jackton Primary School in summer 2023 and approval of City Deal Funding, it was proposed that the decant of Our Lady of Lourdes Primary School commence in August 2023 for 12 months, with pupils returning to the extended and upgraded school building in August 2024.

Details were given on proposed funding for the project's estimated cost of £4.754 million which were as follows:-

- ◆ monies from the Glasgow Region City Deal - £1.0 million
- ◆ developer contributions from the local area - £3.354 million
- ◆ an element of the Scottish Government's Free School Meals funding - £0.400 million

A Change Control request would require to be submitted to the Glasgow City Region City Deal Cabinet requesting that funding of £1.0 million be reallocated within the Council's overall City Deal Programme.

Officers responded to members' questions on various aspects of the report and, where information was not immediately available, undertook to provide this to the relevant members.

### **The Committee decided:**

- (1) that the extension, upgrading and modernisation of Our Lady of Lourdes Primary School, East Kilbride, as detailed in the report, be approved; and

- (2) that approval be given to submit a Change Control request to the Glasgow City Region City Deal Cabinet to provide part funding for the Our Lady of Lourdes Primary School project.

*[Reference: Minutes of the Education Resources Committee of 19 January 2021 (Paragraph 6)]*

*Councillor Carmichael joined the meeting during consideration of this item of business*

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## **7 Family Support Strategy and Whole Family Wellbeing Funding**

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A joint report dated 28 December 2022 by the Director, Health and Social Care and the Executive Directors (Education Resources) and (Finance and Corporate Resources) was submitted providing an update on:-

- ◆ the Family Support Strategy to deliver earlier, more preventative, strengths-based help and support to families, preventing escalation to care and protection proceedings
- ◆ the proposed spend, as agreed by the Children's Services Strategy Group, for the Whole Family Wellbeing Funding of £1.827 million
- ◆ the proposed spend for the £0.8 million non-recurring funding for Children and Family support as identified in budget setting for 2022/2023
- ◆ national and local drivers informing the Strategy, including the #KeepthePromise Plan 2021 to 2024, known as 'The Plan' and funding aligned to develop and enhance earlier help and family support services

The Promise Identified the need to significantly upscale Family Support Services and identified whole family support as a priority in The Plan 2021 to 2024. The Covid-19 Children and Families Collective Leadership Group's vision and blueprint set out a clear ambition that children and families should be able to access preventative, needs based support when required, for as long as it was required.

The package to achieve this comprised funding from:-

- ◆ Whole Family Wellbeing - £1.827 million
- ◆ Council Change Fund - £0.8 million
- ◆ Health and Social Care Partnership (IJB) - £0.570 million
- ◆ Corra Foundation - £0.487 million

Year 1 funding in respect of the Whole Family Wellbeing Funding was intended to be flexible to support Children's Services Partnerships to assess local gaps and opportunities and to plan activity accordingly, with a view to laying the groundwork for scaling up transformational activity in subsequent years.

Details were given on the 6 spending criteria associated with the fund. Funding was not to be used to support business as usual but, instead, was to be an additional resource to support transformation of the system.

Proposals to support this transformation included:-

- ◆ the creation of an Earlier Help Hub (EHH)
- ◆ establishment of the Pathfinder Programme to promote effective early intervention and to consider how best to promote resilience and support young people on the edges of care
- ◆ interface with the Third Sector

It was proposed that the following additional posts be approved.

**Whole Family Wellbeing Fund** – posts to be added to Social Work and Education Resources' establishments, as appropriate, on a permanent basis with the exception of the Service Manager post which would be on a 12 months' fixed term basis:-

Post	Proposed Number of Posts (FTE) Permanent	Grade	SCP Range	Annual Salary
Service Manager	1 12 month fixed term post	Grade 5 Level 8	107-108	£66,864 to £67,832
Team Leader	2	Grade 3 Level 8	79-80	£44,309 to £44,966
Social Workers	2	Grade 3 Level 4	72-74	£40,276 to £41,115
Pathfinder Officers	8	Grade 3 Level 2	63-65	£35,531 to £36,498
Parenting Support Workers	8	Grade 2 Level 1 - 4	34-57	£24,180 to £32,629
Reflective Practice Co-ordinator	1	Grade 3 Level 8	79-80	£44,309 to £44,966
Promise Development Worker	2	Grade 2 Level 2 -	39-40	£25,822 to £26,151
Clerical Assistant	1	Grade 1 Level 4	30-31	£22,975 to £23,286

**Council Change Fund** – posts to be added to the Social Work establishment for a fixed term of 23 months:-

Post	Proposed Number of Posts (FTE) Permanent	Grade	SCP Range	Annual Salary
Family Support Workers	7	Grade 2 Level 1 - 4	34-57	£24,180 to £32,629

**Corra Funding – posts** to be added to the Social Work establishment on a permanent basis:-

Post	Proposed Number of Posts (FTE) Permanent	Grade	SCP Range	Annual Salary
Peer Support Workers	3.5	Grade 1 Level 4	30-31	£22,975 to £23,286

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

**The Committee decided:**

- (1) that the report be noted; and
- (2) that the additional posts, as detailed above and at section 6 of the report, be approved.



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## **8 Records Management Policy**

A report dated 13 February 2023 by the Executive Director (Finance and Corporate Resources) was submitted on a proposed revision of the Council's Records Management Policy, together with arrangements for communication of the Policy.

The revised Records Management Policy, which was attached as an appendix to the report, applied to all records created, received, held, used and managed by the Council, irrespective of the format of the records, and to all permanent and temporary employees of the Council.

Details were provided on:-

- ◆ matters covered by the Policy
- ◆ the benefits of good records management
- ◆ proposed changes to the Policy

If approved, the revised Policy would be circulated to all employees by means of a Personnel Circular and Management Bulletin and would also be made available for download from the intranet. Resources would also disseminate the revised Policy through Resource Management Teams and team meetings.

### **The Committee decided:**

- (1) that the revised Records Management Policy, attached as an appendix to the report, be approved; and
- (2) that the arrangements for communicating the revised Records Management Policy to employees be noted.

*[Reference: Minutes of 11 May 2016 (Paragraph 12)]*

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## **9 Retention and Disposal Policy**

A report dated 13 February 2023 by the Executive Director (Finance and Corporate Resources) was submitted on a proposed revision of the Council's Retention and Disposal Policy, together with arrangements for communication of the Policy.

The revised Policy, which was attached as an appendix to the report, would assist the Council in meeting its obligations under the Public Records (Scotland) Act 2011 and would enable employees to make appropriate arrangements for the retention and disposal of the records under their care.

Details were provided on the areas covered by the Policy including:-

- ◆ record retention arrangements
- ◆ retention periods
- ◆ record disposal

The revised Policy would be circulated to all employees by means of a Personnel Circular and Management Bulletin and would also be made available for download from the intranet. Resources would also disseminate the revised Policy through Resource Management Teams and team meetings.

### **The Committee decided:**

- (1) that the updated Retention and Disposal Policy, attached as Appendix 1 to the report, be approved; and

- (2) that the arrangements for communication of the Policy, as detailed in section 4.4 of the report, be noted.

*[Reference: Minutes of 23 September 2015 (Paragraph 14)]*

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## **10 King Charles III - Coronation**

A report dated 3 February 2023 by the Executive Director (Finance and Corporate Resources) was submitted advising of the arrangements to enable employees to celebrate the Coronation of King Charles III.

To mark the Coronation of King Charles III on Saturday 6 May 2023, an additional national bank holiday had been announced for Monday 8 May 2023. To accommodate the celebration of this event, non-essential services provided by the Council would be reduced and Council offices closed, where possible.

Details were given on services which would be provided by the Council on 8 May 2023.

Employees required to work on the additional fixed annual leave day would receive a day's leave which they could take at an alternative time.

### **The Committee decided:**

- (1) that the Council provide a reduced service on Monday 8 May 2023, as detailed in paragraph 4.1 of the report; and
- (2) that the addition of a fixed annual leave day for employees on Monday 8 May 2023 be noted.

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## **11 Coronation of King Charles III**

A report dated 16 February 2023 by the Chief Executive was submitted:-

- ♦ providing details of potential opportunities for South Lanarkshire communities to engage in events related to the Coronation of King Charles III
- ♦ detailing ways in which the Council could assist with such opportunities

The Lord Lyon King of Arms had written to local authorities across the UK, including South Lanarkshire Council, to give initial details of how communities across the country could become involved in the event.

Local authorities in Scotland were:-

- ♦ advised that celebrations, such as the Coronation, were best when they were community led, infused with local flavour and demonstrated the care and consideration of all involved
- ♦ asked to promote the participation of local communities in the Coronation in their local areas and help communities consider how they could participate and prepare for the Coronation

Details of suggested ways in which to celebrate the Coronation were provided in the report.

The Council would promote the invitation to local communities to participate in the Coronation through:-

- ♦ the usual communications channels, such as the South Lanarkshire View and social media

- ◆ the Community Engagement Team which would make community groups aware of potential routes for funding such as the National Lottery Community Fund and the Council's community grants
- ◆ offering free lets for community groups specifically marking the Coronation at the key venues of Rutherglen Town Hall, Lanark Memorial Hall, Hamilton Town House and East Kilbride Civic Centre
- ◆ assisting community groups to prepare for specific events within the regular duties undertaken by the Council, for example, by considering requests for road closures to permit street parties and other events to take place

Following discussion, Councillor Fagan, seconded by Councillor Convery, moved approval of the recommendations contained in the report. Councillor Allison, seconded by Councillor McCreary, moved as an amendment that, in addition to approval of the recommendations contained in the report, a third recommendation be approved to the effect that officers, in consultation with the Group Leaders, look at a cost effective way of commemorating the Coronation of King Charles III. On a vote being taken using the electronic voting system, 8 members voted for the amendment and 20 for the motion which was declared carried.

**The Committee decided:**

- (1) that the arrangements around the Coronation and opportunities for local communities and organisations to participate be noted; and
- (2) that free lets be offered to community groups for the specific purpose of participation in Coronation events, with South Lanarkshire Leisure and Culture reimbursed for lost income, as detailed at section 5.2.3. of the report.

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## **12 Recommendations Referred by Finance and Corporate Resources Committee**

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A report dated 15 February 2023 by the Chief Executive was submitted on recommendations referred to this Committee by the Finance and Corporate Resources Committee at its meeting held on 15 February 2023.

The recommendations of the Finance and Corporate Resources Committee were as follows:-

- ◆ that the devolution of Non-Domestic Rates Empty Property Relief (EPR) to councils and the funding arrangements be noted
- ◆ that the EPR Policy be reviewed and presented to the Finance and Corporate Resources Committee by March 2024 to allow for a period of stability for rate payers and the Council
- ◆ that the EPR Policy, to be adopted by South Lanarkshire Council from 1 April 2023, be endorsed and referred to the Executive Committee for approval

**The Committee decided:** that, in terms of the recommendation referred by the Finance and Corporate Resources Committee, the Empty Property Relief (EPR) Policy be approved and adopted by the Council from 1 April 2023.

*[Reference: Minutes of the meeting of the Finance and Corporate Resources Committee of 15 February 2023 (Paragraph 10)]*

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### **13 South Lanarkshire Integration Joint Board Annual Performance Report 2021/2022**

A report dated 20 January 2023 by the Director, Health and Social Care was submitted presenting the South Lanarkshire Integration Joint Board's (IJB) Annual Performance Report (APR) 2021/2022.

The Public Bodies (Joint Working) (Scotland) Act 2014 placed a duty on IJBs to prepare and publish APRs.

The APR aimed to ensure that performance was open and accountable, whilst providing an overall assessment of performance in relation to planning and carrying out integration functions. Guidance issued by the Scottish Government had recommended that the following areas be included within the report:-

- ◆ a summary of progress against the 9 National Health outcomes using, as a minimum, the 23 core national performance indicators
- ◆ financial performance and Best Value

As with previous years, the APR was aligned to reporting progress against the intentions outlined in the Strategic Commissioning Plan (SCP) and, for this APR, would cover the final year of the 2019 to 2022 SCP.

The Scottish Government had advised that IJBs could delay the release of their APR using the mechanisms laid out in the Coronavirus (Scotland) Act 2020.

The IJB's External Auditor, Audit Scotland, was required to supply an audit certificate outlining the findings of the audit process undertaken in relation to the IJB's Annual Accounts 2021/2022. The External Auditor had concluded that the financial statements of the South Lanarkshire IJB for 2021/2022 gave a true and fair view of the state of affairs and of its net expenditure for the year and, therefore, had issued an unqualified independent Auditor's Report. This assurance was reflected within the APR 2021/2022. Details of the External Auditor's key messages were provided in the report.

**The Committee decided:** that the report be noted.

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### **14 Representation on Recruitment Committee**

A report dated 9 February 2023 by the Chief Executive was submitted on action taken, in terms of Standing Order No 37(c), because of the timescales involved, by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to approve a change in membership of the Recruitment Committee.

**The Committee decided:** that the following 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, be noted:-

- ◆ Councillor Macdonald replaced by Councillor Cowan as a substitute member of the Recruitment Committee

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### **15 Urgent Business**

There were no items of urgent business.

# Report

3

Report to: **Executive Committee**  
 Date of Meeting: **29 March 2023**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Budget Monitoring for Period 12 - 1 April 2022 to 24 February and Probable Outturn**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise Members of the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2022 to 24 February 2023, and the projection for the year to 31 March 2023

## 2. Recommendation(s)

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

- (1) that it be noted that the Council's outturn position is breakeven after transfers to reserves (section 4.2);
- (2) that the underspend position of £1.875 million on the General Fund Revenue Account as at 24 February 2023, after transfers to reserves (section 5.1) and including an underspend of £0.165 million on the delegated budget to the Integration Joint Board (IJB) (section 5.2), be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 24 February 2023 and the forecast to 31 March 2022 of breakeven (sections 6.1 and 6.2), be noted.

## 3. Background

3.1. This overview report will summarise the previously reported Probable Outturn position for the Council's General Fund Revenue Account to 31 March 2023 (section 4). Sections 5 and 6 provide the position on the General Fund Account and the Housing Revenue Account for the current period 1 April 2022 to 24 February 2023 respectively.

## 4. 2022/2023 General Services Probable Outturn

4.1. As reported previously, the 2022/2023 probable outturn position for the General Services presented an underspend of £4.696 million. This underspend was after previously approved transfers of £17.420 million earmarked for the Budget Strategy, and new proposed transfers to reserves totalling £17.195 million. It was also proposed that outturn underspend of £4.696 million be transferred to reserves to assist in the 2023/2024 Budget Strategy.

4.2. The Executive Committee (1 February 2023) approved the new proposed transfers to reserves and the use of the £4.696 million Probable Outturn underspend to assist in the 2023/2024 Budget Strategy. Full details of the transfers to reserves were included in the same report. The forecast position before and after transfers to reserves is shown in appendices 1 and 2 respectively. The breakeven position presented in Appendix 2 includes the Probable Outturn underspend of £4.696 million as a transfer to reserves.

## **5. 2022/2023 General Services Monitoring Position**

### **5.1. Financial Position as at 24 February 2023**

As at 24 February 2023, the position on the General Services budget, after transfers to reserves, is an underspend of £1.875 million (Appendix 2).

- 5.2. It is noted that the Period 12 position for Social Work Resources is breakeven. However, this includes an underspend on the delegated budget for Adults and Older People (£0.165 million) which is offset by a net overspend in the other Non-Delegated Services. If the underspend on the delegated budget is removed from the core Council position, then the revised core Council position as at Period 12 is an underspend of £1.710 million.

## **6. Housing Revenue Account Position**

### **6.1. Financial Position as at 24 February 2023**

Appendix 3 of the report shows a breakeven position against the phased budget on the Housing Revenue Account. This takes account of an element of the underspend in Financing Charges, as forecast as part of the Probable Outturn exercise. Levels of rent collection continue to be monitored by the Housing Services team and appropriate corrective action will be taken, as required.

- 6.2. **Probable Outturn Position:** Appendix 3 also shows the forecast position for the financial year, being a breakeven position for the Housing Revenue Account.

## **7. Employee Implications**

- 7.1. None.

## **8. Financial Implications**

- 8.1. As detailed in sections 4 to 6 of the report.

## **9. Climate Change, Sustainability and Environmental Implications**

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

## **10. Other Implications**

- 10.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. Inflationary and budget pressures experienced this year increase the risk of overspend, however, this is mitigated going forward through provision of additional funds in next year's budget strategy, and through the one-off use of reserves in the current year.
- 10.2. The actual impact will continue to be reviewed through 4 weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise position in this report ensures early warning for corrective action to be taken where appropriate.

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1. 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.
- 11.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

15 March 2023

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective, efficient and transparent

**Previous References**

- ◆ Executive Committee, 1 March 2023

**List of Background Papers**

- ◆ Financial Ledger and budget monitoring results to 24 February 2023

**Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report (BEFORE Transfers)**  
**Period Ended 24 February 2023 (No.12)**

<u>Committee</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers (Over) / Under	Budget Proportion to 24/02/23	Actual to Period 10 24/02/23	Variance to 24/02/23	
	£m	£m	£m	£m	£m	£m	
<b>Departments:</b>							
<b>Community and Enterprise Resources</b>	<b>129.813</b>	<b>128.536</b>	<b>1.277</b>	<b>111.496</b>	<b>110.348</b>	<b>1.148</b>	<b>under</b>
Facilities, Waste and Grounds	75.641	73.884	1.757	64.400	62.795	1.605	under
Leisure and Culture Services	23.942	23.930	0.012	21.493	21.479	0.014	under
Planning and Regulatory Services	5.138	4.096	1.042	4.530	3.609	0.921	under
Enterprise and Sustainable Development	6.958	6.844	0.114	6.108	5.967	0.141	under
Roads, Transportation and Fleet	18.134	19.782	(1.648)	14.965	16.498	(1.533)	over
<b>Education Resources</b>	<b>397.586</b>	<b>396.086</b>	<b>1.500</b>	<b>340.677</b>	<b>339.293</b>	<b>1.384</b>	<b>under</b>
Education	397.586	396.086	1.500	340.677	339.293	1.384	under
<b>Finance and Corporate Resources</b>	<b>48.242</b>	<b>48.242</b>	<b>0.000</b>	<b>50.024</b>	<b>50.024</b>	<b>0.000</b>	<b>-</b>
Finance Services - Strategy	2.129	2.141	(0.012)	3.116	3.026	0.090	under
Finance Services - Transactions	23.789	23.295	0.494	21.232	20.799	0.433	under
Audit and Compliance Services	0.376	0.376	0.000	0.569	0.578	(0.009)	over
Information Technology Services	5.304	5.340	(0.036)	7.678	7.741	(0.063)	over
Communications and Strategy Services	3.353	3.504	(0.151)	2.888	2.980	(0.092)	over
Administration and Licensing Services	4.274	4.747	(0.473)	4.359	4.725	(0.366)	over
Personnel Services	9.017	8.839	0.178	10.182	10.175	0.007	under
<b>Housing and Technical Resources</b>	<b>19.145</b>	<b>19.487</b>	<b>(0.342)</b>	<b>19.397</b>	<b>19.627</b>	<b>(0.230)</b>	<b>over</b>
Housing Services	9.830	9.830	0.000	8.432	8.432	0.000	-
Property Services	9.315	9.657	(0.342)	10.965	11.195	(0.230)	over
<b>Social Work Resources</b>	<b>216.286</b>	<b>210.651</b>	<b>5.635</b>	<b>189.194</b>	<b>184.676</b>	<b>4.518</b>	<b>under</b>
Performance and Support Services	7.084	6.405	0.679	6.432	5.653	0.779	under
Children and Families	42.988	44.144	(1.156)	38.573	39.974	(1.401)	over
Adults and Older People	165.086	159.451	5.635	143.107	138.424	4.683	under
Justice and Substance Misuse	1.128	0.651	0.477	1.082	0.625	0.457	under
<b>Joint Boards</b>	<b>2.152</b>	<b>2.152</b>	<b>0.000</b>	<b>1.928</b>	<b>1.928</b>	<b>0.000</b>	<b>-</b>
	<b>813.224</b>	<b>805.154</b>	<b>8.070</b>	<b>712.716</b>	<b>705.896</b>	<b>6.820</b>	<b>under</b>

<u>Committee</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers (Over) / Under	Budget Proportion To 24/02/23	Actual to Period 10 24/02/23	Variance to 24/02/23	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	813.224	805.154	8.070	712.716	705.896	6.820	under
CFCR	0.514	0.514	0.000	0.000	0.000	0.000	-
Loan Charges	35.041	30.306	4.735	0.000	0.000	0.000	-
Corporate Items	28.729	24.157	4.572	17.266	15.996	1.270	under
Corporate Items – Strategy (Tfr to Reserves)	17.420	0.000	17.420	0.000	0.000	0.000	-
Investments – 2022/23 (Tfr to Reserves)	0.000	0.000	0.000	0.000	0.000	0.000	-
	0.000	0.000	0.000				
<b>Total Expenditure</b>	<b>894.928</b>	<b>860.131</b>	<b>34.797</b>	<b>729.982</b>	<b>721.892</b>	<b>8.090</b>	<b>under</b>
Council Tax	167.437	170.688	3.251	143.517	146.304	2.787	over rec
Less: Council Tax Reduction Scheme	(23.272)	(22.009)	1.263	(19.947)	(18.865)	1.082	under
Net Council Tax	144.165	148.679	4.514	123.570	127.439	3.869	over rec
General Revenue Grant	254.817	254.817	0.000	218.415	218.415	0.000	-
Non-Domestic Rates	422.591	422.591	0.000	362.221	362.221	0.000	-
Transfer from Reserves	73.355	73.355	0.000	73.355	73.355	0.000	-
<b>Total Income</b>	<b>894.928</b>	<b>899.442</b>	<b>4.514</b>	<b>777.561</b>	<b>781.430</b>	<b>3.869</b>	<b>over rec</b>
<b>Net Expenditure / (Income)</b>	<b>0.000</b>	<b>(39.311)</b>	<b>39.311</b>	<b>(47.579)</b>	<b>(59.538)</b>	<b>11.959</b>	<b>under</b>



**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report (AFTER Transfers)**  
**Period Ended 24 February 2023 (No.12)**

<u>Committee</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 24/02/23	Actual to Period 10 24/02/23	Variance to 24/02/23	
Departments:	£m	£m	£m	£m	£m	£m	
<b>Community and Enterprise Resources</b>	<b>129.813</b>	<b>129.806</b>	<b>0.007</b>	<b>111.496</b>	<b>111.520</b>	<b>(0.024)</b>	<b>under</b>
Facilities, Waste and Grounds	75.641	75.114	0.527	64.400	63.930	0.470	under
Leisure and Culture Services	23.942	23.930	0.012	21.493	21.479	0.014	under
Planning and Regulatory Services	5.138	4.096	1.042	4.530	3.609	0.921	under
Enterprise and Sustainable Development	6.958	6.844	0.114	6.108	5.967	0.141	under
Roads, Transportation and Fleet	18.134	19.822	(1.688)	14.965	16.535	(1.570)	over
<b>Education Resources</b>	<b>397.586</b>	<b>397.586</b>	<b>0.000</b>	<b>340.677</b>	<b>340.677</b>	<b>0.000</b>	<b>-</b>
Education	397.586	397.586	0.000	340.677	340.677	0.000	-
<b>Finance and Corporate Resources</b>	<b>48.242</b>	<b>48.242</b>	<b>0.000</b>	<b>50.024</b>	<b>50.024</b>	<b>0.000</b>	<b>-</b>
Finance Services - Strategy	2.129	2.141	(0.012)	3.116	3.026	0.090	under
Finance Services - Transactions	23.789	23.295	0.494	21.232	20.799	0.433	under
Audit and Compliance Services	0.376	0.376	0.000	0.569	0.578	(0.009)	over
Information Technology Services	5.304	5.340	(0.036)	7.678	7.741	(0.063)	over
Communications and Strategy Services	3.353	3.504	(0.151)	2.888	2.980	(0.092)	over
Administration and Licensing Services	4.274	4.747	(0.473)	4.359	4.725	(0.366)	over
Personnel Services	9.017	8.839	0.178	10.182	10.175	0.007	over
<b>Housing and Technical Resources</b>	<b>19.145</b>	<b>19.487</b>	<b>(0.342)</b>	<b>19.397</b>	<b>19.627</b>	<b>(0.230)</b>	<b>over</b>
Housing Services	9.830	9.830	0.000	8.432	8.432	0.000	-
Property Services	9.315	9.657	(0.342)	10.965	11.195	(0.230)	over
<b>Social Work Resources</b>	<b>216.286</b>	<b>216.286</b>	<b>0.000</b>	<b>189.194</b>	<b>189.194</b>	<b>0.000</b>	<b>-</b>
Performance and Support Services	7.084	6.405	0.679	6.432	5.653	0.779	under
Children and Families	42.988	44.144	(1.156)	38.573	39.974	(1.401)	over
Adults and Older People	165.086	165.086	0.000	143.107	142.942	0.165	under
Justice and Substance Misuse	1.128	0.651	0.477	1.082	0.625	0.457	under
<b>Joint Boards</b>	<b>2.152</b>	<b>2.152</b>	<b>0.000</b>	<b>1.928</b>	<b>1.928</b>	<b>0.000</b>	<b>-</b>
	<b>813.224</b>	<b>813.559</b>	<b>(0.335)</b>	<b>712.716</b>	<b>712.970</b>	<b>(0.254)</b>	<b>over</b>

<u>Committee</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 24/02/23	Actual to Period 10 24/02/23	Variance to 24/02/23	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	813.224	813.559	(0.335)	712.716	712.970	(0.254)	<b>over</b>
CFCR	0.514	0.514	0.000	0.000	0.000	0.000	-
Loan Charges	35.041	33.861	1.180	0.000	0.000	0.000	-
Corporate Items	28.729	26.382	2.347	17.266	15.996	1.270	under
Corporate Items – Strategy (Tfr to Reserves)	17.420	22.116	(4.696)	0.000	0.000	0.000	-
Investments – 2022/23 (Tfr to Reserves)	0.000	0.000	0.000	0.000	0.000	0.000	-
<b>Total Expenditure</b>	<b>894.928</b>	<b>896.432</b>	<b>(1.504)</b>	<b>729.982</b>	<b>728.966</b>	<b>1.016</b>	<b>under</b>
Council Tax	167.437	169.078	1.641	143.517	144.694	1.177	over rec
Less: Council Tax Reduction Scheme	(23.272)	(23.409)	(0.137)	(19.947)	(20.265)	(0.318)	over
Net Council Tax	144.165	145.669	1.504	123.570	124.429	0.859	over rec
General Revenue Grant	254.817	254.817	0.000	218.415	218.415	0.000	-
Non-Domestic Rates	422.591	422.591	0.000	362.221	362.221	0.000	-
Transfer from Reserves	73.355	73.355	0.000	73.355	73.355	0.000	-
<b>Total Income</b>	<b>894.928</b>	<b>896.432</b>	<b>1.504</b>	<b>777.561</b>	<b>778.420</b>	<b>0.859</b>	<b>over rec</b>
<b>Net Expenditure / (Income)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(47.579)</b>	<b>(49.454)</b>	<b>1.875</b>	<b>under</b>

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report**  
**Period Ended 24 February 2023 (No.12)**  
**Housing Revenue Account**

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion to 24/02/23	Actual to Period 10 24/02/23	Variance to 24/02/23		%	Note
	£m	£m	£m	£m	£m	£m			
Employee Costs	14.641	14.140	0.501	13,021	12,755	266	under	2.0%	1
Property Costs	46.906	53.424	(6.518)	40,515	44,143	(3,628)	over	(9.0%)	2
Supplies & Services	0.609	1.021	(0.412)	498	498	0	-	0.0%	
Transport & Plant	0.195	0.183	0.012	111	104	7	under	6.3%	
Administration Costs	5.644	5.593	0.051	397	350	47	under	11.8%	3
Payments to Other Bodies	3.030	3.054	(0.024)	1,820	1,843	(23)	over	(1.3%)	
Payments to Contractors	0.100	0.080	0.020	82	78	4	under	4.9%	
Transfer Payments	0.000	0.000	0.000	0	0	0	-	0.0%	
Financing Charges	26.050	26.050	0.000	26,117	26,117	0	-	0.0%	
Total Controllable Expenditure	97.175	103.545	(6.370)	82.561	85.888	(3.327)	over	(4.0%)	
Total Controllable Income	(112.000)	(112.475)	0.475	(91.451)	(91.778)	0.327	over recovered	0.4%	4
Transfer to/(from) Balance Sheet	(3.500)	(5.840)	2.340	(2.961)	(5.206)	2.245	over recovered	75.8%	5
Net Controllable Expenditure	(18.325)	(14.770)	(3.555)	(11.851)	(11.096)	(0.755)	over	(6.4%)	
Add: Non Controllable Budgets									
Financing Charges	18.325	14.770	(3.555)	14.389	13.634	0.755	over recovered	0.0%	
Total Budget	0.000	0.000	0.000	2.538	2.538	0.000	-	0.0%	

**Variance Explanations**

**1. Employee Costs**

The underspend is due to higher than anticipated staff turnover.

**2. Property Costs**

The net overspend reflects the current cost and volume of repairs and maintenance.

**3. Administration Costs**

A large element of this underspend is due to the demand led legal expenses and the underspend reflects the current level of activity.

**4. Total Controllable Income**

Rental income from council housing is higher than forecast due to favourable timing of new build and purchased units being available to rent.

**5. Transfer to (from) Balance Sheet**

The net combined overspend year to date requires for a higher than budgeted level of transfer to reserves.

**6. Financing Charges**

The overall level of debt charges was lower than anticipated due to the profile of funding requirements.

# Report

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>29 March 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Capital Programme 2022/2023 Update and Monitoring for Period 12 – 1 April 2022 to 24 February 2023</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ update the Executive Committee of progress on the General Fund Capital Programme and the Housing Capital Programme for the period 1 April 2022 to 24 February 2023

## 2. Recommendation(s)

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

- (1) that the Period 12 position (ended 24 February 2023) of the General Fund Capital Programme itemised at appendices 1 to 4 and the Housing Capital Programme at Appendix 5, be noted;
- (2) that the adjustments to the General Fund Programme listed at sections 4.2 and Appendix 1, be approved; and
- (3) that the revised programmes be monitored by the Financial Resources Scrutiny Forum.

## 3. Background

3.1. The attached statements to this report provide a summarised monitoring position as at 24 February 2023 (Period 12). Spending has been split into 2 separate sections:-

- ♦ General Fund Capital Programme including Education, Social Work, Roads and Transportation and General Services (Section 4)
- ♦ Housing Capital Programme (Section 5)

## 4. General Fund Capital Programme

4.1. **2022/2023 Budget:** The budget agreed at Executive Committee on 1 February 2023 was £78.396 million. This revised programme consists of the base budget plus carry forward projects and adjustments which have been agreed by the Executive Committee up to and including its meeting on 1 March 2023.

4.2. The total programme of £78.396 million includes new adjustments to the programme, which are proposed in this report at Appendix 1. These adjustments total £0.180 million and include additional funding for new projects. Due to the timing of project

spend, it is anticipated that this funding will slip into 2023/2024 and the net impact on the 2022/2023 Capital Programme is, therefore, nil.

- 4.3. The total programme is detailed in Appendix 2. There is no movement from the last report to this Committee (1 March 2023).
- 4.4. Programmed funding for the year also totals £78.396 million. The funding available to support the programme is detailed in Appendix 3.
- 4.5. **2022/2023 Outturn:** As reported previously, estimates from Resources suggested an outturn of around £73 million, a net underspend across Resources of £5.3 million against the revised budget of £78.396 million. The majority of the variance is due to the timing of spend, resulting in budget required in 2023/2024 rather than 2022/2023.
- 4.6. As at 24 February 2023, work continues to clarify the predicted spend position for the General Services Capital Programme for the remainder of this financial year. Funding for projects remaining underspent at the financial year-end will be carried forward to allow the projects to be completed in 2023/2024. Again, this is a timing issue only with funding for the overall spend on these projects already identified into next financial year. Officers will continue to work to maximise spend in 2022/2023, where possible.
- 4.7. A list of the main projects making up the predicted £5.3 million underspend as declared previously, and which will now complete in 2023/2024, is included in Appendix 4. This Appendix also includes their anticipated completion dates.
- 4.8. **Period 12 Position:** The programme spend and funding for the General Fund is included in Appendix 3. As noted in 4.1, the total capital spending programme for the year is £78.396 million.
- 4.9. Appendix 3 also shows budget for the period of £46.008 million and spend to the 24 February 2023 of £45.607 million, an underspend of £0.401 million. This is mainly due to the timing of spend of the Roads Investment Programme (£0.970 million) and City Deal project at Greenhills Road (£0.300 million), both within Community and Enterprise Resources, being less than anticipated at this stage. This is offset by good progress on the Oracle Fusion project within Finance and Corporate Resources (£0.850 million).
- 4.10. Actual funding received to 24 February 2023 is £70.470 million.
- 4.11. Relevant officers will continue to closely monitor the generation of all income.

## **5. Housing Capital Programme**

- 5.1. **2022/2023 Budget:** Appendix 5 summarises the position on the Housing programme as at 24 February 2023. The revised capital programme for the year is £66.361 million, as approved by the Executive Committee on 24 August 2022. There are no new adjustments proposed in this report.
- 5.2. Programmed funding for the year also totals £66.361 million. The funding sources are also detailed in Appendix 5.
- 5.3. **2022/2023 Outturn:** Revised estimates from Housing and Technical Resources suggest there will now be an underspend of £8.039million within the Housing Capital Programme by the end of the financial year. This is an increase of £3.9 million on the underspend reported last period. As advised previously, the underspend is mainly

due to a number of factors, including operatives from Property Services being diverted away from capital investment to tackle urgent flooding damage, delays in external fabric projects due to the suspected presence of bats, reduced owner uptake for external works and higher than normal volumes of no access for legislative works.

- 5.4. The projected underspend above also now includes the impact of an expected delay to the completion of the Kirk Street, Strathaven New Build Development. This development was due to be handed to the Council in March 2023 but was delayed due to circumstances out with the Council's control. This is now planned to complete in April 2023 and spend of £2.9 million on that project will fall into the new year.
- 5.5. Work to monitor achievable spend will continue as we approach the end of the financial year. Funding for projects remaining underspend at the financial year-end will be carried forward to allow the projects to be completed in 2023/2024.
- 5.6. **Period 12 Position:** Budget for the period is £50.039 million and spend to 24 February 2023 amounts to £46.245 million, an underspend of £3.794 million and this mainly reflects the issues detailed in Sections 5.3 to 5.4 above.
- 5.7. As at 24 February 2023, £46.245 million of funding had been received.
- 5.8. Regular monitoring of both the General Fund Programme and the Housing Programme will be carried out in detail by the Financial Resources Scrutiny Forum and reported on a regular basis to the Executive Committee.

## **6. Employee Implications**

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

## **7. Financial Implications**

- 7.1. The financial implications are contained in sections 4 and 5 of the report for the General Services and Housing capital programmes respectively.

## **8. Climate Change, Sustainability and Environmental Implications**

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

## **9. Other Implications**

- 9.1. 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.
- 9.2. 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.

## **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 existing policy, function or strategy and, therefore, no impact assessment is required.

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

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

8 March 2023

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective, efficient and transparent

**Previous References**

- ◆ Executive Committee, 24 August 2022
- ◆ Executive Committee, 1 March 2023

**List of Background Papers**

- ◆ Capital Ledger prints to 24 February 2023

**Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2022/2023  
GENERAL SERVICES PROGRAMME  
FOR PERIOD 1 APRIL 2022 TO 24 FEBRUARY 2023

**Proposed Adjustments – Period 12**

**Community and Enterprise Resources**

Chatelherault Allotments

The 2022/2023 Capital Programme already includes an allocation (£0.120 million) to create allotments at the former Garden Centre site within Chatelherault Country Park, which is now vacant. The tender exercise is now complete and contributions from the Food Strategy Support Fund (£0.100 million) and Community and Enterprise Resources Revenue budget (£0.080 million) have been identified to augment the existing budget allocation. This will allow the project to progress. £0.180m

Due to the profiling of project expenditure, this element of the budget will not be required until 2023/2024. Approval is sought to slip this additional funding of £0.180 million into the 2023/2024 Capital Programme. (£0.180m)

**TOTAL ADJUSTMENTS**

-

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2022/2023  
GENERAL FUND PROGRAMME  
FOR PERIOD 1 APRIL 2022 TO 24 FEBRUARY 2023

£m

**Total Budget** (Executive Committee – 1 March 2023) **78.396**

Proposed Adjustments – Period 12 (Section 4.2 and Appendix 1) -

**Total Revised Budget** (Executive Committee – 31 March 2023) **78.396**

	<u>2022/23</u> <u>Budget</u>	<u>Period 12</u> <u>Proposed</u> <u>Adjustments</u>	<u>Revised</u> <u>2022/23</u> <u>Budget</u>
<u>Resource</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Community & Enterprise	48.444	-	48.444
Education	13.918	-	13.918
Finance & Corporate	3.695	-	3.695
Housing & Technical	8.436	-	8.436
Social Work	3.903	-	3.903
Other Match Funding	-	-	-
<b>TOTAL CAPITAL PROGRAMME</b>	<b>78.396</b>	<b>-</b>	<b>78.396</b>



# APPENDIX 3

## SOUTH LANARKSHIRE COUNCIL CAPITAL EXPENDITURE 2022/2023 GENERAL FUND PROGRAMME FOR PERIOD 1 APRIL 2022 TO 24 FEBRUARY 2023

	<u>2022/2023</u> <u>Original</u> <u>Estimate inc</u> <u>C/F</u>	<u>2022/2023</u> <u>Revised</u> <u>Budget</u>	<u>2022/2023</u> <u>Budget to</u> <u>24/02/23</u>	<u>2022/2023</u> <u>Actual to</u> <u>24/02/23</u>
<b>Expenditure</b>	£m	£m	£m	£m
<b>General Fund Programme</b>	95.232	78.396	46.008	45.607
<b>Income</b>	<u>2022/2023</u> <u>Budget</u>	<u>2022/2023</u> <u>Revised</u> <u>Budget</u>		<u>2022/2023</u> <u>Actual</u> <u>To</u> <u>24/02/23</u>
	£m	£m		£m
Prudential Borrowing	55.416	30.260		30.260
Developers Contributions	6.552	0.058		0.058
Partners (Including High Blantyre Construction, SPT, Sustrans, and CARES)	1.745	3.989		1.454
Scottish Government:				
- Capital Grant	22.424	32.074		30.180
- Cycling, Walking and Safer Routes	2.154	2.887		1.180
- Vacant and Derelict Land	1.820	1.228		0.728
- Regeneration Capital Grant	1.720	1.370		0.157
- Town Centre Regeneration Fund	0.101	0.101		0.101
- Place Based Investment Programme	1.617	3.357		3.357
- Electric Vehicle Charging	0.118	0.118		0.089
Infrastructure				
- NSS Tec	0.000	0.040		0.040
Glasgow City Region City Deal	0.000	0.000		0.006
Capital Receipts	1.000	1.000		0.946
Specific Reserves	0.534	1.400		1.400
Revenue Contribution	0.031	0.514		0.514
<b>TOTAL FUNDING</b>	<b>95.232</b>	<b>78.396</b>		<b>70.470</b>

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2022/2023  
GENERAL FUND PROGRAMME  
FOR PERIOD 1 APRIL 2020 TO 24 FEBRUARY 2023

<b>Projects with Projected Underspends in 2022/2023 which will Carry Forward into 2023/2024</b>		
<b>Project Name</b>	<b>Project Type</b>	<b>Completion Date</b>
<b>Community and Enterprise Resources</b>		
Library IT Infrastructure Upgrade Phase 2 – Desktop Refresh	Infrastructure	Summer 2023
Phillipshill Cemetery - Extension	Infrastructure	March 2024
Springhall Urban Greenspace Development (Springhall Cage) - Play Equipment	Equipment	Summer 2023
Halfway Park Play Area - Redevelopment	Infrastructure	April 2023
Chatelherault Allotments	Infrastructure	June 2023
Play Parks - Various	Infrastructure	Throughout 2023/2024 and beyond
Greenhall Replacement Bridge - Design	Infrastructure	March 2024
Alexander Hamilton Memorial Park Woodland Management	Infrastructure	Throughout 2023/2024
Larkhall Leisure Centre - Design (Place Based Investment Funding)	New Build	Throughout 2023/2024
Lanark Library, Lindsay Institute – Roof and Windows	Improvements	Throughout 2023/2024
Town Centre Regeneration Fund	Regeneration	Throughout 2023/2024
Vacant & Derelict Land - Cuningar Loop Phase 3 Greening	Regeneration	February 2024
City Deal - Calderside Academy	Adaptations	October 2025
City Deal - Holy Cross High	Adaptations	October 2025
City Deal - Lanark Road Signalisation	Infrastructure	December 2023
City Deal - Cathkin Bypass – Grant Payments Only	Grants	Throughout 2023/2024
Daer Bridge	Infrastructure	December 2023
<b>Education Resources</b>		
Castlefield Primary School Extension	Extension	July 2023
Crawforddyke adaptation of nursery to classrooms	Adaptations	June 2023
Uddingston Nursery Expansion	Adaptations	August 2024
Clyde Terrace Early Years	New Build	November 2023
Small Scale Adaptations	Adaptations	Throughout 2023/2024
<b>Finance and Corporate Resources</b>		
Digital Tools	Infrastructure	Throughout 2023/2024

Digital Connectivity	Infrastructure	Throughout 2023/2024
Digital Transformation	Infrastructure	Throughout 2023/2024
<b>Projects with Projected Underspends in 2022/23 which will Carry Forward into 2023/2024</b>		
<b>Project Name</b>	<b>Project Type</b>	<b>Completion Date</b>
<b>Housing and Technical Resources</b>		
Prioritised Urgent Investment	Refurbishment	Throughout 2023/2024
Principal Offices - Fabric and Service Investment	Refurbishment	Throughout 2023/2024
Lifecycle Replacement Schools	Refurbishment	Throughout 2023/2024
New Cross Shopping Centre - Roof	Refurbishment	Throughout 2023/2024
Civic Centre Fabric Upgrade	Refurbishment	Throughout 2023/2024
Communities Facilities Fund	Refurbishment	Throughout 2023/2024
CEEF Programme	Refurbishment	Throughout 2023/2024

## APPENDIX 5

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2022/2023  
HOUSING PROGRAMME  
FOR PERIOD 1 APRIL 2022 TO 24 FEBRUARY 2023

	<u>2022/2023</u> <u>Original</u> <u>Budget</u> £m	<u>2022/2023</u> <u>Revised</u> <u>Budget</u> £m	<u>2022/2023</u> <u>Budget to</u> <u>24/02/23</u> £m	<u>2022/2023</u> <u>Actual to</u> <u>24/02/23</u> £m
<b>Expenditure</b>				
2022/2023 Budget Incl. adjustment from 2021/2022	52.230	66.361	50.039	46.245
	<u>2022/2023</u> <u>Original</u> <u>Budget</u> £m	<u>2022/2023</u> <u>Revised</u> <u>Budget</u> £m		<u>2022/2023</u> <u>Actual to</u> <u>24/02/23</u> £m
<b>INCOME</b>				
Capital Receipts	0.000	7.311		7.302
Capital Receipts - Land Sales	0.000	0.000		0.018
Capital Funded from Current Revenue	26.050	26.050		26.050
Prudential Borrowing	22.018	26.462		5.435
Scottish Government Specific Grant:				
- New Build	2.242	4.048		6.083
- Open Market Purchase Scheme	1.800	2.370		1.302
- Mortgage to Rent	0.120	0.120		0.055
	<b>52.230</b>	<b>66.361</b>		<b>46.245</b>

# Report

5

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>29 March 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Additional Funding from Scottish Government and Other External Sources</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise Members of additional funding that has been made available to the Council by the Scottish Government and other external sources since the last report to this Committee (1 March 2023)

## 2. Recommendation(s)

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

- (1) that the additional funding totalling £6.159 million, detailed in Appendix 1, be noted.

## 3. Background

- 3.1. The Council is periodically advised of additional funding which is made available from the Scottish Government and other sources to enable various initiatives to be undertaken.
- 3.2. Additional funding may either be paid through the General Revenue Grant mechanism or by the completion of appropriate grant claims.
- 3.3. Details of the additional funding are attached at Appendix 1 to the report. The report details additional funding that has been reported by Resources as part of the additional resources notification process, as well as any additional funding that has increased the Council's budget by more than £0.100 million.

## 4. Employee Implications

4.1. None.

## 5. Financial Implications

- 5.1. Additional Revenue funding of £2.301 million has been identified for 2022/2023 and £3.858 million for 2023/2024, including the additional allocation of funding for specific policy areas, notified as part of the Local Government Finance Order (received 2 March 2023).
- 5.2. No additional Capital funding has been identified since the last report to Committee. The total additional Revenue funding of £6.159 million is detailed in Appendix 1.

- 5.3. Resource budgets will be updated to reflect this additional funding as required, and where appropriate, details of spending plans will be presented to Resource Committees for approval.
- 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. There are no other implications in terms of the information contained in this report.
- 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 existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

8 March 2023

**Link(s) to Council Vision/Priorities/Outcomes**

- ♦ Accountable, Effective, Efficient and Transparent

**Previous References**

- ♦ Executive Committee, 1 March 2023

**List of Background Papers**

- ♦ Additional Funding Reports 8 February 2023 to 8 March 2023

**Contact for Further Information**

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

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Additional Revenue Funding

Resource	Description	2022/2023 £m	2023/2024 £m	Total £m	Method
Finance and Corporate	Scottish Welfare Fund – Top-Up Allocation (2022/2023)	0.155	-	<b>0.155</b>	Scottish Government
Education Resources	Contribution to Teachers' Pay Award (2022/2023)	2.146	-	<b>2.146</b>	Scottish Government (Finance Order)
Finance and Corporate	Discretionary Housing Payment	-	3.858	<b>3.858</b>	Scottish Government (Finance Order)
	<b>TOTAL REVENUE FUNDING</b>	<b>2.301</b>	<b>3.858</b>	<b>6.159</b>	





# Report

6

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>29 March 2023</b>
Report by:	<b>Executive Director (Housing and Technical Resources)</b>

Subject:	<b>Police Scotland Local Police Plan 2023 to 2026</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval for the Lanarkshire Local Police Plan 2023 to 2026

## 2. Recommendation(s)

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

- (1) that the contents of the report be noted; and
- (2) that the Lanarkshire Local Police Plan 2023 to 2026, as detailed in Appendix 1, be approved.

## 3. Background

- 3.1. As a statutory requirement of the Police and Fire Reform (Scotland) Act 2012 the local Police Commander is required to prepare a Local Police Plan that sets out the strategic priorities and objectives for policing in a local authority area. Once prepared, this plan is presented to the local authority for approval.
- 3.2. Local policing plans are aligned with the Scottish Government's outcomes and priorities included in the Justice Strategy, "The Vision for Justice in Scotland" published in February 2022.
- 3.3. The previous South Lanarkshire Local Police Plan covered the period 2020 to 2023 and was approved by the council's Executive Committee on 25 March 2020.
- 3.4. A pan-Lanarkshire Local Police Plan is developed as Police Scotland's Lanarkshire Division covers both North Lanarkshire and South Lanarkshire local authority areas.
- 3.5. The Lanarkshire Local Police Plan explains how Lanarkshire Police Division will deliver on local priorities over the next 3 years (2023 to 2026) and is linked to Police Scotland's strategic aims and outcomes.

## 4. Development and consultation

- 4.1. In developing the proposed Local Police Plan, Police Scotland undertook informal and formal consultation with the public and a range of stakeholders to help determine what the local priorities and objectives should be.
- 4.2. The formal consultation closed on 12 February 2023 and South Lanarkshire Council submitted a positive response, which was approved by the Council's Corporate Management Team on 9 February 2023.

## 5. Lanarkshire Local Police Plan 2023 to 2026

5.1. Three local policing priorities were identified through consultation including:-

1. **‘Protecting our communities’** which is focused on a commitment to a prevention and early intervention approach to crime and disorder, to intelligence-led policing, to meaningful community engagement, and to collaborative partnerships.
2. **‘Safeguarding our citizens’** which is focused on those most vulnerable to the risk of harm, to those at risk of drug death, and to those at risk of gender based abuse. Included within this priority is a commitment to passing those who are vulnerable and at greater risk of harm to relevant care or health providers, as appropriate.
3. **‘Enhancing our service’** which is focused on the quality and the well-being of officers and staff, and on transparency and accountability over decision making and policing direction. This includes a commitment to target finite resources where and when they are needed, and a commitment to transform the police estate.

5.2. Combined, these priorities aim to improve the safety and wellbeing of the people and communities in Lanarkshire.

5.3. The consultation identified a range of objectives under each priority which will provide the focus of Lanarkshire Police Division’s activity throughout the life of the plan.

*Table One: Lanarkshire Local Police Plan 2023 to 2026, Priorities and Objectives*

Priorities	Protecting our Communities	Safeguarding our Citizens	Enhancing our Service
Objectives	Violent crime	Substance induced harm	Continuous improvement
	Antisocial behaviour	Gender based abuse	Workforce wellbeing
	Sexual crime	Online safety	Operational resilience
	Acquisitive crime	Protecting our most vulnerable	
	Serious organised crime	Road safety	

5.4. Focusing on the local policing priorities, Lanarkshire Police Division aims to deliver on 5 strategic outcomes:-

- ◆ Threats to public safety and wellbeing are resolved by a proactive and responsive police service.
- ◆ The needs of local communities are addressed through effective service delivery.
- ◆ The public, communities and partners are engaged, involved and have confidence in policing.
- ◆ Our people are supported through a positive working environment, enabling them to serve the public.
- ◆ Police Scotland is sustainable, adaptable and prepared for future challenges.

5.5. The plan has a clear strategic thread running from the Justice Strategy, through Police Scotland’s strategies, plans and performance reporting. The plan also has clear links to wider Community Planning arrangements and with Local Outcome Improvement Plans taken into account in their development.

5.6. The Safer South Lanarkshire Board (SSLB) has the responsibility for the scrutiny of local policing plans on behalf of the Council to assess police performance and progress against the outcomes and objectives detailed in the Local Police Plan. The Lanarkshire Local Police Plan 2023 to 2026 was fully endorsed by SSLB at its meeting on 13 March 2023.

5.7. The full proposed Lanarkshire Local Police Plan 2023 to 2026 is provided in Appendix 1.

## **6. Employee Implications**

6.1. There are no employee implications associated with this report.

## **7. Financial Implications**

7.1. There are no financial implications associated with this report.

## **8. Climate Change, Sustainability and Environmental Implications**

8.1. This report does not introduce a new policy, function or strategy which impacts negatively on the natural environment, climate change or sustainability.

8.2. Lanarkshire Police Division aims to make a significant positive contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target through delivery of its Local Police Plan.

8.3. A Strategic Environmental Assessment (SEA) pre-screening determination was not required as a result of this report.

## **9. Other Implications**

9.1. There are no other implications as a result of this report.

9.2. The content of this report will contribute to the evidence to support the requirements of the Annual Assurance Statement.

**Stephen Gibson**

**Executive Director (Housing and Technical Resources)**

15 March 2023

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ Focused on people and their needs.
- ◆ Accountable, effective, efficient and transparent.
- ◆ Ambitious, self-aware and improving.
- ◆ Fair, open and sustainable.

## **Previous References**

- ◆ Police Scotland – Local Police Plan 2020-2023, Executive Committee, 25 March 2020
- ◆ Police Scotland – Local Police Plan 2023-2026, Safer South Lanarkshire Board, 13 March 2023

## **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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## **Lanarkshire Local Policing Plan**

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## **Foreword**

Lanarkshire is an exceptional place to live, work or visit and I am honoured to lead the police officers and staff who serve such a diverse, dynamic community.

Recent events including the response to the coronavirus pandemic, the United Nations COP26 climate summit and the passing of Her Majesty, the late Queen Elizabeth II, have placed extraordinary pressure on policing and the wider public services across Scotland. I am immensely proud of the significant contribution made by the officers and staff of Lanarkshire Division in support of those events, particularly when considered alongside the exceptional concurrent demands of providing a first class policing service to the citizens and communities of Lanarkshire.

Policing in Lanarkshire is demanding, it is relentless and it is far more than a job to those who serve. It requires steadfast dedication, determination and resilience. As the Chief Constable has repeatedly said of officers and staff; 'it's not what we do, it's what we are.'

By virtue of unique powers and responsibilities, police officers are the embodiment of human rights practitioners. As the Local Police Commander, I am resolute in my expectation that all officers and staff in Lanarkshire Division will police with courage, with compassion and with consistency, leading by example in their actions and making values based decisions that are able to withstand all legitimate scrutiny.

As we enter 2023, Lanarkshire Division remains focused on providing the very best policing service to our communities. This is not without significant challenges both operationally and organisationally. The cost of living crisis is having a profound impact on individuals, families and communities, with our most vulnerable citizens experiencing the most acute pressure. Policing, and the officers and staff who serve Lanarkshire, is by no means insulated from such financial pressures and I will do everything I can to support those who provide that essential public service.

Under the Police and Fire Reform (Scotland) Act 2012, the Chief Constable has a statutory responsibility for the policing of Scotland and the designation of Local Police Commanders for each local authority area. Local Police Commanders must then prepare and submit a Local Police Plan to their local authorities for approval.

My Local Police Plan for 2023-26 sets out three key priorities; Protecting our communities, Safeguarding our citizens and Enhancing our service. The priorities

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should not be viewed in isolation but together, as one consolidated ambition; to improve the safety and wellbeing of the people and communities in Lanarkshire.

The priorities were set following consideration of a range of sources including the analysis of current and emerging demand for policing services and the plans and ambitions of our partners. Formal and informal consultation with individuals and groups proved invaluable in helping us to truly understand what matters most to the citizens and communities we serve and the professional experience and opinions of our officers and staff provided a crucial, irreplaceable perspective that added yet further value.

This approach has ensured that our priorities seek to address what our communities are most concerned about and are strategically aligned to the desired outcomes of our partners at both a local and national level, with who will work tirelessly in pursuit of shared objectives.

Lanarkshire Division is ready to meet the challenges that are before us and as the Local Police Commander I will personally drive improvements to continuously enhance the service we provide to the people of Lanarkshire.

Chief Superintendent Stevie Dolan, Local Police Commander, Lanarkshire Division



## **Introduction**

Lanarkshire Division serves the local authority areas of North Lanarkshire Council and South Lanarkshire Council, the fourth and fifth largest local authorities in Scotland.

Lanarkshire has a population of two thirds of a million people, an eighth of the entire population of Scotland, and covers an area of approximately 870 square miles. The area has an enviable history, including two UNESCO World Heritage sites; New Lanark and the Antonine Wall and has been home to many world famous people; from the missionary David Livingstone to the footballer Sir Matt Busby.

The area is as diverse as its people, ranging from urban areas associated with traditional industry, such as Motherwell and Coatbridge, to the rural farming communities of Clydesdale and the new towns of East Kilbride and Cumbernauld.

The Community Planning Partnerships of North and South Lanarkshire have ambitious plans to improve outcomes for all citizens and communities. The Plan for North Lanarkshire and the South Lanarkshire Community Plan both provide a clear framework, which enables partners to coalesce around a shared ambition and a series of priorities to which we can all make a meaningful contribution.

Despite a great many successes, challenges remain. Partners are unwavering in their collective determination to reduce poverty and vulnerability, while increasing attainment and growth, which contributes to safety and security. Policing plays an active part across Community Planning Partnership activities and multiagency groups, as contributors to a shared response to important issues at a local and national level.

Our Local Police Plan priorities support this collaborative aspiration and will be reviewed regularly to ensure they remain current, meaningful and supportive of the wider partnership objectives.

## **National strategic alignment**

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress as demonstrated below. In addition to the Annual Police Plan, Police Scotland's thirteen Local Policing Divisions produce Local Police Plans which reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development.

- Scottish Government National Outcomes/Strategic Priorities/Justice Vision
- SPA/Police Scotland Strategic Outcomes
- Long Term Policing Strategy: Policing for a Safe, Protected and Resilient Scotland
- Enabler strategies including People, Fleet, Estates, Public Contact and Engagement, Enabling Policing for the Future, Digital Data and ICT, Cyber, Environmental, Procurement, Violence against Women and Girls, Equality Diversity and Inclusion

These are underpinned by plans including the Strategic Workforce Plan, Annual Police Plan, Local Police Plans, Local Outcome Improvement Plans, and Financial Plans.

## Police Scotland's strategic objectives



<b>Our Vision</b>		Policing for a safe, protected and resilient Scotland
<b>Our Purpose</b>		The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
<b>Our Values</b>		Fairness   Integrity   Respect   Human Rights

Strategic Police Priorities					
Crime and Security	Confidence	Sustainability	Partnerships	People	Evidence
Priorities for Policing					
Protecting Vulnerable People		Tackling Crime in the Digital Age	Working with Communities	Support for Operational policing	
Outcomes	Objectives				
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"><li>• Keep people safe in the physical and digital world</li><li>• Design services jointly to tackle complex public safety and wellbeing challenges</li><li>• Support policing through proactive prevention</li></ul>				
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"><li>• Understand our communities and deliver the right mix of services to meet their needs</li><li>• Support our communities through a blend of local and national expertise</li><li>• Support the changing nature of communities</li></ul>				
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none"><li>• Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service</li><li>• Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective</li><li>• Work with local groups and public, third and private sector organisations to support our communities</li></ul>				
Our people are supported through a positive working environment, enabling them to serve the public	<ul style="list-style-type: none"><li>• Prioritise wellbeing and keep our people safe, well equipped and protected</li><li>• Support our people to be confident leaders, innovative, active contributors and influencers</li><li>• Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging</li></ul>				
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none"><li>• Use innovative approaches to accelerate our capacity and capability for effective service delivery</li><li>• Commit to making a positive impact through outstanding environmental sustainability</li><li>• Support operational policing through the appropriate digital tools and delivery of best value</li></ul>				
Performance and Implementation					
Evidence based policing					

## **Local policing delivery context**

The purpose of Police Scotland is to improve the safety and wellbeing of people, places and communities in Scotland and, working in collaboration with others, we seek to achieve that purpose in a way that is accessible to and engaged with local communities, and promotes measures to prevent crime, harm and disorder.

Lanarkshire Division is the second largest of the 13 territorial Local Police Divisions in Police Scotland. We are led by a Local Police Commander in the rank of Chief Superintendent, who is supported by three Superintendents and one Detective Superintendent.

Lanarkshire is divided into four policing areas, two in each local authority area. Each of the four policing areas is led by a Local Area Commander in the rank of Chief Inspector and they are responsible for delivery of the Local Policing Plan priorities in their respective areas.

In North Lanarkshire the two policing areas are geographically in line with the Community Board areas of:

1. Motherwell, Wishaw, Bellshill and Shotts
2. Coatbridge, Airdrie, Cumbernauld, Kilsyth and the Northern Corridor

In South Lanarkshire the two policing areas are aligned to the locality areas of:

1. East Kilbride, Cambuslang and Rutherglen
2. Hamilton and Clydesdale

Policing extends far beyond the visible front line of emergency response and community policing officers that are the public face of policing in Lanarkshire and with whom they are most familiar. This is more applicable as we provide services within a digital world.

At a local level, Lanarkshire Division has an extensive CID and Public Protection capability that, under the leadership of three Detective Chief Inspectors, deal with a wide range of serious, series and complex crime; from dismantling organised crime groups to investigating the most heinous sexual offences.

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Regionally, we are supported by a number of specialist departments including Area Control Rooms & Service Centres, Armed Policing, Major Investigation Teams, Police Dog Units and Road Policing Units.

At a national level, Lanarkshire Division has access to further specialist assets such as Air Support, Dive & Marine Unit, National Rape Investigation Unit, Mountain Rescue and the Human Trafficking Unit.

Policing in Lanarkshire is without question a collective, collegiate effort in which every single officer and member of police staff makes a valuable contribution in keeping our communities safe.

## **Local priorities**

The demands on policing in Lanarkshire and across Scotland continue to evolve at pace. The role of the police is far broader than traditional law enforcement and extends to protection, prevention and working in partnership to ensure long term solutions to complex, multifaceted problems.

To respond effectively to the issues that matter most to our communities and pose the greatest risk of harm to our citizens, Lanarkshire Division has identified three key priorities that will be the focus of our activity throughout the life of this Local Policing Plan; Protecting our communities, Safeguarding our citizens and Enhancing our service.

### **Protecting our communities**

Our communities rightly demand that policing protects them from crime and disorder. We will be relentless in our pursuit of those who harm, or seek to harm, our citizens. We will use all available police and partner information and fully engage with the community at a local level to ensure we are directly accessible, transparent and immediately accountable. Only through meaningful, community engagement will we maintain and build the public trust and confidence that enables us to fully understand community concerns, such as violence, antisocial behaviour, theft or sexual crime.

Working with the public and our partners we will ensure that we have the right police resources in the right place at the right time to deter and detect crime. We will consider what initiatives have worked well elsewhere and determine if they could be applied in Lanarkshire.

We will develop a prevention plan that will encourage innovation from our officers and staff to try new tactics and evaluate the impact of their work. In doing so we will consider the underlying causes of issues and seek to address them through early and effective intervention with those on the cusp of criminality, whether through vulnerability, association or desire.

Our intelligence and analytical functions will provide the earliest indication of any emerging trends and use historical data and professional expertise to predict likely demands. This will allow us to act swiftly and decisively in the interest of our communities, thereby minimising the risk of harm to our fellow citizens.



We will work with our partners to tackle Serious Organised Crime, which inflicts such damage and misery to the very fabric of our communities, and drive the development of a multiagency action plan that will deprive those involved in such activity of both the will and resources to continue in their criminal endeavours.

### **Safeguarding our citizens**

It is a fundamental tenet of policing that officers and staff should protect those who cannot protect themselves; the most vulnerable in our community. We will further enhance our processes and capabilities to identify and support those at most risk of harm, while recognising that where physical or mental health concerns are dominant factors in that vulnerability we must immediately transfer care to those who are professionally qualified to provide it.

The number of drugs deaths in Lanarkshire is simply unacceptable. Each death is tragic, potentially avoidable and we will utilise our finite resources to pursue those who produce or supply controlled drugs. We will also work with our partners to develop a plan to implement the actions and recommendations of the Drug Deaths Taskforce's final report, published in July 2022, and in doing so contribute to the wider effort to reduce the lethal impact of drugs in our communities.

Gender based abuse, including violence against women and girls, is utterly abhorrent. It has no place in society and we will do everything we can to bring offenders to justice, while safeguarding those who has taken the brave step to report such dreadful behaviour and working with our partners to develop a holistic plan to eradicate this wholly unacceptable conduct.

There has been a sustained rise in online crime in recent years, from online fraud to child sexual exploitation. Almost all enquiries currently undertaken by police in Lanarkshire have some form of digital footprint, which adds an additional layer of complexity and resource intensive investigations. We will continue to develop our investigative capability in this field, offer advice and education inputs in respect of online safety and support victims of such crimes.

Lanarkshire has a vast road network, from motorways to country tracks, with which comes an immense number of road users. Our aim is to reduce the numbers of deaths or those seriously injured on our roads through intelligence led policing. We will enhance our analytical capability and work with key local and national partners

responsible for road safety to develop prevention, engineering, engagement and enforcement activities that mitigate the risk to those who use our roads.

### **Enhancing our service**

We cannot protect our communities or safeguard our citizens without investment in our officers and staff. It is only through their individual and collective efforts that the people who visit, work or live in Lanarkshire are safe, secure and supported.

The wellbeing of our workforce is of paramount importance and we will ensure every officer and member of staff has the opportunity to contribute towards our collective purpose; to improve the safety and wellbeing of people, places and communities in Lanarkshire. We will introduce a wellbeing action plan that enhances the physical and mental wellbeing of our people. In doing so, we will fully engage with relevant Staff Associations and Trades Unions and do everything we can to eliminate assaults of our colleagues, which are deplorable and most definitely 'not part of the job.' We are under no illusion as to the extent of stress and strain the intense demands of policing place on our officers and staff and will take action to mitigate those pressures.

Through improved visibility and accessibility of our Senior Leadership Team we will provide clarity over decisions and direction, enhance accountability and promote a constructive challenge culture that will lead to improved outcomes for our colleagues, citizens and communities alike.

To maximise the availability of our dedicated officers and staff, we will analyse the volume and nature of demand for policing services and develop an operating model that ensures we always deploy our finite resources where and when they are needed most, strengthening our operational resilience.

We will implement a training framework, mentoring programme and pursue joint development opportunities with partners to enhance our capability to respond to the complex challenges of modern policing, while making best use of available police technology that will increase the amount of time we spend with citizens in our communities.

Decades of under investment in our police estate now means that much of it is no longer fit for purpose. We will identify options to transform our existing estate and, where possible, collocate with partners in a way that best serves the public and creates a positive work environment for our dedicated officers and staff.



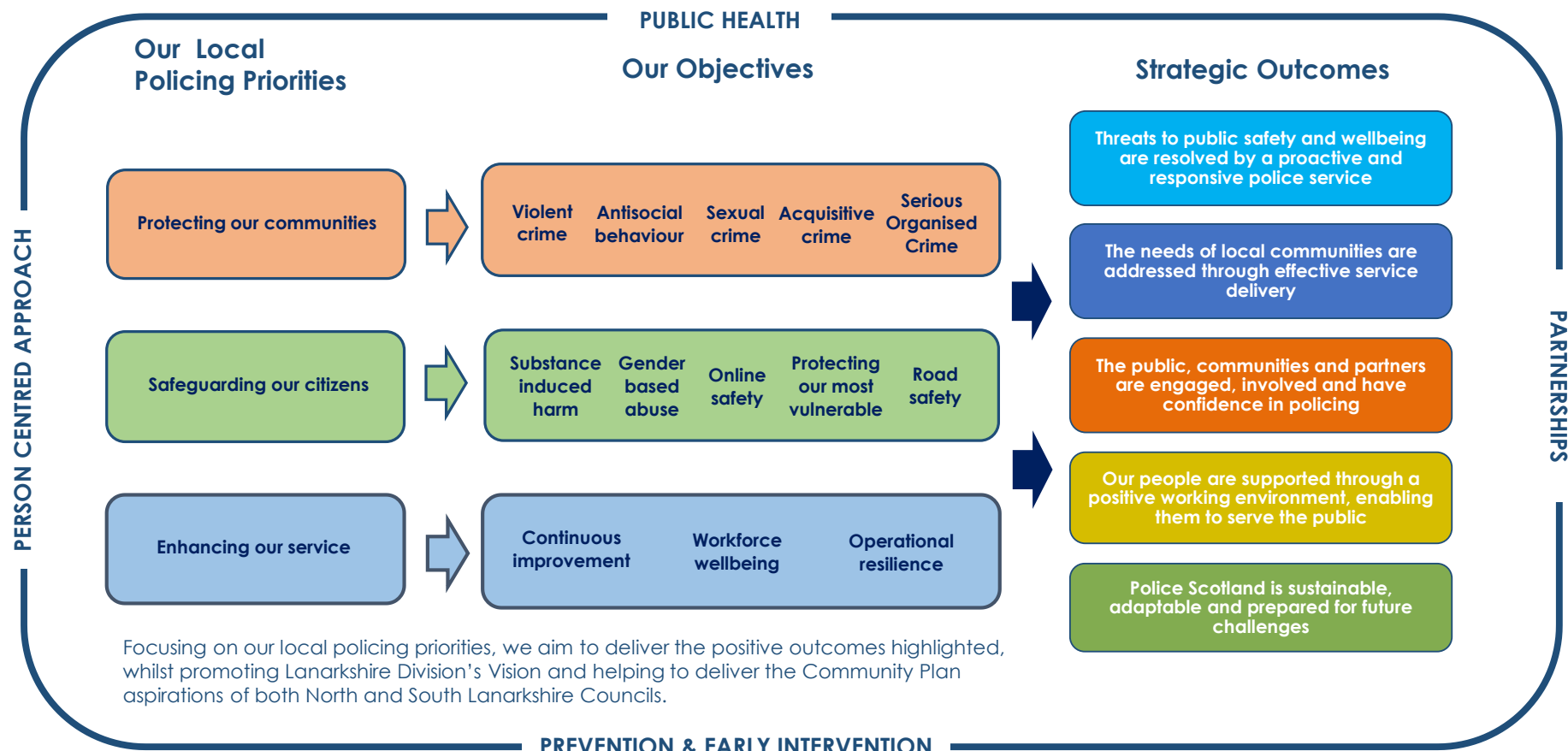
## Plan on a page



**POLICE**  
SCOTLAND  
Keeping people safe  
POILEAS ALBA

### Plan on a Page Lanarkshire

**Our vision** | Policing for a safe, protected and resilient Scotland  
**Our purpose** | Improve the safety and wellbeing of people, places and communities in Scotland  
**Our values** | Fairness, Integrity, Respect, Human Rights



## **Local objectives and activity**

### **Threats to public safety and wellbeing are resolved by a proactive and responsive police service**

We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates new and complex crime types. It also affects traditional crime, much of which now has a digital element.

To protect our communities effectively, we will continue to explore innovative technologies and partnerships.

We will continue to be a key contributor to local joint planning and delivery, helping drive a shift to prevention and early intervention across services.

**Objective: Keep people safe in the physical and digital world**

**Activity:** We will be relentless in our pursuit of criminals who harm our citizens and communities

**Key milestones:**

- Analysis of current/emerging trends, prolific offenders and crime hotspots
- Research of best practice with Community Planning Partners and other police areas
- Design and implementation of action plans to address issues that matter most to communities
- Evaluation and learning

**Update expected:** Y1-3, Quarterly

**Performance measures and insights:**

- How well does Lanarkshire Division interpret its analytical output?
- How has best practice from partners and other agencies been used to pursue criminals?
- How effective is Lanarkshire Division at bringing criminals to justice?
- What evaluation and learning has been taken from the action plans?

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Activity: We will improve and enhance our processes for managing and supporting those identified as being at most risk of harm

Key milestones:

- Improve processes for identification of those at most risk of harm
- Develop a new safety plan process to best support those at most risk of harm
- Enhance support for victims

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How effectively does Lanarkshire Division identify its most vulnerable citizens?
- What impact has the new safety plan process had?
- How well does Lanarkshire Division support those at most risk of harm?

Objective: **Design services jointly to tackle complex public safety and wellbeing challenges**

Activity: We will develop and implement a multiagency action plan to proactively target serious organised criminality through effective delivery of the four strands of Scotland's Serious Organised Crime Strategy

Key milestones:

- Review ongoing threat, risk and harm posed by Serious Organised Crime Groups
- Design and implement a multiagency action plan that supports the national strategy
- Delivery plan and update on progress
- Evaluation and learning
- Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How effective is Lanarkshire Division in assessing threat, risk and harm posed by Serious Organised Crime Groups?
- How successful is Lanarkshire Division in tackling the threat from Serious Organised Crime?
- What evaluation and learning has been taken from the action plan?

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Activity: We will work with Community Planning Partners to enhance our understanding of gender based abuse, including violence against women and girls, in Lanarkshire and reduce the harm it causes

Key milestones:

- Generate intelligence on gender based abuse perpetrators providing tactical options to proactively target them and reduce offending
- Analyse crime and incident management data to identify emerging trends/offenders who present a risk to the public
- Design and implement a multiagency action plan with key Community Planning Partners including Lanarkshire's Violence Against Women's Group (VAWG) to protect those at risk of harm
- Design, implement and deliver a multiagency survey for key demographic focus groups (including BAME and seldom held voices in consultations) to understand how safe women and girls feel in public space
- Establish a preventative, diversionary strategy for offenders
- Deliver continuous professional development to specialist and frontline officers utilising key stakeholders

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How is Lanarkshire Division working with Community Planning Partners to mitigate the risk of gender based abuse?
- How effective is Lanarkshire Division at generating and sharing intelligence on gender based abuse perpetrators?
- How effective is Lanarkshire Division at generating and sharing intelligence on individuals at serious risk of harm?
- What organisational learning has been captured and shared from multiagency partners?

Activity: We will develop a partnership approach that targets drug production/supply and addresses drug related deaths in Lanarkshire

Key milestones:

- Gather multiagency data from the Drug Deaths Prevention Group stakeholders to inform activity

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- Develop a multiagency plan that supports the four strands of the Drug Deaths Task Force final report; Context, Culture, Care, Coordination
- Prioritise enforcement of those who produce and/or supply controlled drugs that cause the greatest harm in our communities
- Progress reports
- Evaluation and learning

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How well does Lanarkshire Division interpret and analyse multiagency data?
- How is Lanarkshire Division helping to reduce the harm caused by controlled substances in our communities?
- How effective is Lanarkshire Division in addressing the threat posed by those who produce/supply controlled drugs?
- What evaluation and learning has been taken from the multiagency plan?

Objective: **Support policing through proactive prevention**

Activity: We will develop a prevention plan that addresses the issues that matter most to our communities

Key milestones:

- Identification of criminal activity that has the most impact on our communities
- Work with Community Planning Partners to establish key tactics to mitigate the risk
- Allocate strand leads to drive activity
- Progress reports and impact analysis
- Continuous innovation and improvement
- Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division identify criminality that impacts most on our communities?
- How effective is Lanarkshire Division in preventing crime?
- What innovation tactics and improvements have been identified through the plan?

Activity: We will reduce death and serious injury on the road network in Lanarkshire

Key milestones:

- Intelligence led policing and proactive engagement with all road users
- Identification of hotspot locations and drivers who present the greatest risk to road safety
- Deliver multiagency activity in support of Lanarkshire Road Safety Governance Board's four key pillars; prevention, engineering, engagement and enforcement

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How well does Lanarkshire Division engage with road users?
- How effectively does Lanarkshire Division identify the key risks to road users?
- How successful are police activities in improving road safety in Lanarkshire?

## **The needs of local communities are addressed through effective service delivery**

To create your Local Police Plan we have engaged and consulted with the public, stakeholders, community representatives and partners including other service providers to ensure we have a shared understanding of the local community and the role of policing within it.

We will continue to improve the services we provide as society evolves, embedding accessibility and inclusivity into all that we do.

We continue to be able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed ensuring our focus remains on the needs of the local community.

Objective: **Understand our communities and deliver the right mix of services to meet their needs**

Activity: We will design an operating model that optimises the availability of police resources where and when they are needed by our local communities

Key milestones:

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- Analyse current demand
- Review divisional police structure
- Develop a target operating model
- Consult with internal stakeholders
- Implement new delivery model
- Evaluate benefits and challenges

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division understand demand and its existing resource base?
- What insights were gained through engagement with stakeholders?
- How effectively is Lanarkshire Division in responding to the concerns of our communities?
- What benefits have the new operating model brought to the citizens and communities of Lanarkshire?

Objective: **Support our communities through a blend of local and national expertise**

Activity: We will maximise the use of regional and national specialist policing resources to support local officers in the investigation/prevention of crime and public protection

Key milestones:

- Review efficiency of the process for securing regional and national policing assets
- Develop an improved and more responsive local mechanism for requesting national resources
- Publicise the value of that support

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How effective is the process to secure regional and national support for local policing in Lanarkshire?
- What benefits has the support brought to Lanarkshire?

Objective: **Support the changing nature of communities**

Activity: We will work in partnership to support the changing demographics in our communities and protect our most vulnerable citizens

Key milestones:

- Establish current and projected demographics through open source and Community Planning Partnership data
- Establish a multiagency referral process to police
- Introduce enhanced safety visits for our most vulnerable
- Expand the police role in the safety of those seeking refuge or asylum
- Improve outcomes through integrated service delivery with Community Planning Partners

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division understand the changing nature of the communities it serves?
- How effectively does Lanarkshire Division assess and act upon receipt of multiagency referrals?
- What impact have enhanced safety visits had on our most vulnerable citizens?
- How effectively does Lanarkshire Division support those at most risk of harm?

## **The public, communities and partners are engaged, involved and have confidence in policing**

Our values are at the heart of everything we do. Our human rights based approach to policing along with ethical and privacy considerations are of the utmost importance to the service we provide. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions making changes to our services when required. Engaging with people strengthens relevance, responsiveness and accountability and builds trust. We will improve and



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refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

Objective: **Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service**

Activity: Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing

Key milestones:

- Identify areas that could impact on public trust and confidence through local community engagement and the Your Police survey
- Enhance methods of communication to promote transparency and accountability
- Tailor approach based on feedback and legitimate scrutiny

Update expected: Y1-3, Quarterly

Performance measures and insights:

- How does Lanarkshire Division identify areas of significant public concern?
- How effectively is Lanarkshire Division communicating the successes and challenges of modern policing?
- How is Lanarkshire Division responding to legitimate public scrutiny?

Objective: **Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective**

Activity: We will proactively engage with the public, communities and Community Planning Partners on key considerations for policing, maintaining and enhancing public trust and confidence in policing

Key milestones:

- Design a public and stakeholder engagement plan
- Deliver plan on a continuous improvement basis
- Use feedback to inform police activity
- Evaluate engagement, delivery and effect
- Provide feedback on activity resulting from community engagement

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

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- What improvements to accessibility and engagement have been made as a result of the plan?
- How is Lanarkshire Division measuring and improving public confidence and satisfaction in our police service?
- What evaluation and learning has been taken from the action plan?

Objective: **Work with local groups and public, third sector and private sector organisations to support our communities**

Activity: We will develop a collaborative approach to dealing with mental health incidents, which addresses the displaced demand on policing and ensures individuals are supported by the most appropriate service

Key milestones:

- Quantify demand displaced to police
- Work with partners to align demand to the agency best placed to address the issue
- Support Community Planning Partners to improve outcomes for high intensity users of public services

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How well does Lanarkshire Division understand and identify displaced demand?
- How well is Lanarkshire Division addressing displaced demand on policing services?
- How effective is Lanarkshire Division in identifying and prioritising high intensity users of public services?

## **Our people are supported through a proactive working environment, enabling them to service the public**

The safety and wellbeing of our officers and staff are at the heart of Police Scotland's commitments. The challenges for policing are significant and the part policing plays in daily life will become ever more important as Society faces huge challenges. Policing is also coming under increasing scrutiny and pressure in relation to our actions.

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We will create the environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so.

Objective: **Prioritise wellbeing and keep our people safe, well equipped and protected**

Activity: We will involve our officers and staff in the key decisions that have the greatest impact on them with their safety being paramount

Key milestones:

- Enhance the visibility and accessibility of the Senior Leadership Team
- Design a local engagement plan to enhance situational awareness amongst colleagues
- Implement a local suggestion scheme
- Enhance engagement with Staff Associations and Trades Unions
- Establish a local Your Safety Matters group
- Evaluation and learning

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How directly accessible are the Senior Leadership Team in Lanarkshire Division?
- How effective is Lanarkshire Division engaging with officers, staff and their representatives?
- How is Lanarkshire Division using officer and staff input to shape future developments, including safety at work?
- What evaluation and learning has been taken from these activities?

Activity: We will enhance the wellbeing support for our officers and staff to improve their physical and mental health

Key milestones:

- Collaborate with Community Planning Partners to identify best practice and proven resources
- Implement a bespoke wellbeing action plan
- Ongoing evaluation

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

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- What benefits have been derived from the wellbeing action plan?
- How well does Lanarkshire Division manage absence and support those on modified duties?
- What evaluation and learning has been taken from the action plan?

Activity: We will consider options for a police estate in Lanarkshire that is fit for the challenges of modern policing, which will also enhance wellbeing and morale

Key milestones:

- Condition survey of existing estate
- Identification of options for improvement
- Roadmap and timeline of preferred option
- Implementation of estates transformation

Update expected: Y1-3, Q1 & 3

Performance measures and insights:

- What percentage of the Lanarkshire Division estate is in good (or better) condition?
- What benefits to wellbeing and morale has the estates transformation brought?

Objective: **Support our people to be confident leaders, innovative, active contributors and influencers**

Activity: We will develop our current and future leaders, with the learning points cascaded to all officers and staff

Key milestones:

- Develop forums for officers and staff to address key issues
- Publication of forum output
- Design and implement toolkits for newly promoted officers and staff
- Establish a divisional mentoring programme
- Evaluate effectiveness

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How well is Lanarkshire Division supporting current and future police leaders?
- How effective have the forums and mentoring programme been?

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- How well does Lanarkshire Division cascade the learning outputs from the forums to our officers and staff?

Activity: We will maximise training opportunities, both internally and with partners, to develop our people?

Key milestones:

- Support the implementation and local delivery of the national training needs assessment
- Collaborate with Community Planning Partners on joint training opportunities
- Implement training pathways to upskill our people
- Tailor offering based on feedback and professional judgement
- Evaluate impact of training

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How does Lanarkshire Division identify training needs?
- How successful is Lanarkshire Division in developing our workforce?
- What is the impact of the training on service delivery?
- How accessible are training pathways in Lanarkshire Division?

Objective: **Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging**

Activity: We will develop local 'Lanarkshire Leads' values that not only champion inclusivity, encapsulate who we are and provide clarity on what we expect from each other but are entirely aligned to the existing Force values

Key milestones:

- Develop a holistic action plan that is aligned to the Policing Together strategy
- Reinforce our values through communication and engagement
- Evaluation and learning

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- How effective is Lanarkshire Division in proactively promoting equality, diversity and inclusion?
- How successful is Lanarkshire Division in demonstrating values based policing?

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- What evaluation and learning has been taken from the action plan?

## **Police Scotland is sustainable, adaptable and prepared for future challenges**

Ongoing political, technological, economic and societal changes as well as unforeseeable emergencies on a local and global scale require the police service to adapt and respond to future challenges in order to maximise the benefits of future opportunities. This includes working to reduce the impact of our activity, estates and fleet on the environment. Police Scotland aims to make a significant contribution to the Scottish Government's 2040 carbon neutral target and 2045 zero greenhouse gas emissions target.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value. Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

### **Objective: Use innovative approaches to accelerate our capacity and capability for effective service delivery**

Activity: We will design and implement a local improvement plan to actively drive performance, promote organisational learning and challenge ourselves to be better, enabling us to provide the best possible service to our communities

Key milestones:

- Identify areas for development
- Design and implement an improvement plan
- Progress reports through Divisional Governance Board
- Ongoing evaluation

Update expected: Y1-3, Q1 & Q3

Performance measures and insights:

- How effective is Lanarkshire Division in assessing areas for improvement?
- How successful is Lanarkshire Division's improvement plan in enhancing service provision?

- What learning has been taken from the plan?

Objective: **Commit to making a positive impact through outstanding environmental sustainability**

Activity: We will work in collaboration with Community Planning Partners to develop and implement sustainable public services.

Key milestones:

- Contribute towards partnership environmental strategies
- Local implementation of national environmental, estates and fleet strategies

Update expected: Y1-3, Q2 & Q4

Performance measures and insights: How effective is Lanarkshire Division's collaboration with Community Planning Partners to deliver shared priorities?

Objective: **Support operational policing through the appropriate digital tools and delivery of best value**

Activity: Support the implementation of the digital data and ICT strategy, national Core Operating System and Digital Evidence Sharing Capability

Key milestones: Support the development and local implementation of the national Core Operating System, ensuring officers are able to use the system effectively

Update expected: Y1-3, Q2 & Q4

Performance measures and insights:

- What local training and awareness is available to support officers in using the COS system?

## **Governance and performance**

Effective scrutiny and oversight are key to ensuring that policing retains the trust and confidence of the communities of Scotland. We pride ourselves on transparency and accountability and as such, have created comprehensive arrangements for the governance of this plan and monitoring of our performance.

The Police and Fire Reform (Scotland) Act 2012 provides the framework for scrutiny of policing in Scotland. At a national level, the Chief Constable is held to account for policing by the Scottish Police Authority (SPA) and a range of other external bodies, including HMICS and the Scottish Parliament.

At a local level, the Local Police Commander for Lanarkshire is responsible for the production of a Local Police Plan, which must be approved by both local authority scrutiny committees; the North Lanarkshire Community Safety Partnership Forum and the Safer South Lanarkshire Board. The local authority scrutiny committees have a key role in assessing police performance and progress against the outcomes and objectives detailed in the Local Police Plan. The Local Police Commander presents a report to members of the North Lanarkshire and South Lanarkshire committees on a quarterly basis and is subject to robust, transparent examination of the local delivery of policing across Lanarkshire.

## **Equality, diversity and inclusion**

The work of Lanarkshire Division is underpinned by our commitment to equality, diversity and inclusion, whether in our interactions with the communities we serve or between our own officers and staff. Discrimination of any form has no place in society and no place in policing. As the Chief Constable has said: 'Providing everyone with a fair, just and effective policing response is our moral responsibility and legal duty. It is also an operational imperative.'

We are committed to developing and promoting best practice and our duties to equality, diversity & inclusion can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

Policing Together, our Equality, Diversity and Inclusion strategy (2022-26), outlines the action we are taking to champion equality and inclusion so that we tackle sexism



and misogyny and become an actively anti-racist organisation, it can be found at: <https://www.scotland.police.uk/about-us/how-we-do-it/strategic-planning/policing-together-equality-diversity-and-inclusion-strategy/>

The inequalities inherent within society and the needs and experiences of specific communities are factors to which we must pay close attention and this plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty.

## **Engaging with us**

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

The officers and staff of Lanarkshire Division want to hear from you.

Our local headquarters are at:

Police Scotland

Lanarkshire Division

Windmillhill Street

Motherwell

ML1 1RZ

For more detailed information on how to contact your Local Policing Team please refer to the 'Your Community' section of our website at:

<https://www.scotland.police.uk/your-community/lanarkshire/>

As part of the development of this Local Police Plan we have undertaken a period of engagement to allow the public and our partners to provide feedback regarding our strategic direction. This feedback was captured and used to shape the final version of this plan. Further information about this and our wider engagement can be found in our consultation and engagement hub at: <https://consult.scotland.police.uk/>

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If you have information about crime in your area and wish to provide it anonymously, call CRIMESTOPPERS on 0800 555111.

### Social Media

Lanarkshire Division has a number of active social media channels that provide a range of information and insight into policing in your area. Our local channels can be found at:

Twitter: @Lanarkshire\_Pol

[https://twitter.com/Lanarkshire\\_Pol](https://twitter.com/Lanarkshire_Pol)

Facebook: @Lanarkshire Police Division

<https://www.facebook.com/LanarkshirePoliceDivision/>

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial 999 in an emergency, and 101 in a non-emergency situation.

### Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This Local Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA).

Service users who are deaf, deafened, hard of hearing or speech-impaired can contact us via Text Relay on 18001 101 for non-emergency, or 18000 in an emergency.

This Local Police Plan can be made available in various alternative formats. For more information, please contact us via our online form:

<https://www.scotland.police.uk/contact-us/>

Lanarkshire Division is committed to continuous improvement in all that we do. If you have something to tell us about our service, please contact us at:

<https://www.scotland.police.uk/contact-us/>

# Report

7

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>29 March 2023</b>
Report by:	<b>Director, Health and Social Care</b>

Subject:	<b>Community Alert Alarm Service</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline the position presented to the South Lanarkshire Integration Joint Board (IJB) in respect of the level of subsidy and weekly charge for the Community Alert Alarm Service (CAAS) as part of its statutory obligation to set a balanced budget for 2023/2024

## 2. Recommendation(s)

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

- (1) that the recurrent and substantial pressure on adult and older people social care budgets be noted;
- (2) that the information provided in respect of the current level of subsidy and charging for the CAAS, including the full costs of delivery of the service, the increasing costs of delivering the service and the benchmarked position with other comparable local authorities be noted;
- (3) that a verbal update from officers in respect of any request made to the South Lanarkshire Council (SLC) by the IJB at its meeting of 28 March 2023 in relation to the level of subsidy and weekly charge for the CAAS be provided; and
- (4) that a decision be made on the level of subsidy and weekly charge for the CAAS.

## 3. Background

3.1. Audit Scotland has highlighted that across Scotland:-

- ♦ IJBs are facing unprecedented challenges as they seek to balance the impact of COVID-19, the remobilization of services and rising demand. This is against a backdrop of financial and workforce pressures, uncertainty over future financial settlements and social care reform
- ♦ there remains a significant overall and recurrent budget gap across all IJBs
- ♦ making recurring savings and delivering services differently is essential to sustainability

3.2. The South Lanarkshire IJB in conjunction with the Parties (SLC and NHS Lanarkshire) requires to ensure that a balanced budget is in place. The IJB met on 28 March 2023 to set a balanced budget for 2023/2024 as per its statutory responsibilities. In setting that balanced budget the IJB has to address a projected recurrent funding gap of £8.900 million across delegated social care (adult and older people services) in 2023/2024.

- 3.3. The funding deficit for adult and older people's social care in 2023/2024 is such that it has been recommended to the IJB that all of the IJB's uncommitted social care reserves funding at 1 April 2023 (£5.777 million) be used as a non-recurring contribution to securing financial balance in 2023/2024.
- 3.4. In setting a balanced budget for 2023/2024 and to protect health and social care provision, the IJB has had to consider further action that can be taken to close the social care funding gap, specifically reducing the subsidy for the CAAS in 2023/2024 noting that the responsibility for deciding upon levels of charging for social care is a responsibility of the local authority (as per the Public Bodies [Joint Working] [Scotland] Act 2014).

#### **4. Community Alert Alarm Service**

- 4.1. The South Lanarkshire CAAS is currently available on request and there is no assessment and review function or eligibility criteria to access the service. Whilst a number of the service users are actively known to Social Work Services, many people opt to access this service on the basis that it offers peace of mind and a safety net to the individual and their family.
- 4.2. The response service provided by SLC is more enhanced when compared to the "Family First" model of response service provided by some other local authorities where contact is initially made with family members, where available, or a blue light responder, if necessary. The response provided by the current SLC service model is based on Council staff as "First Responder" which adds considerably to the overall costs of the service.
- 4.3. The current annual cost (as at 2022/2023) of providing the CAAS is estimated to be circa £3.700 million per annum with approximately 5,408 users receiving the service. Similar to other services, this cost base will increase in forthcoming years due to inflation and other cost pressures.
- 4.4. Demand on the service has grown significantly, further adding to the cost pressures. Over the period 2015 to 2020, the number of calls received into the Alarm Receiving Centre has increased by 95,629 from 240,444 to 336,073, an increase of 40%.
- 4.5. The cost of the service is further increasing because of the necessity to move from analogue to digital (A2D). The current analogue system will become obsolete by the planned 2025 switch over to digital services by the UK Telecommunications industry. This means that the current analogue CAAS requires to be migrated to a digital solution. The Council has previously approved capital funding of circa £2.750 million in support of this, with the process of replacing all of the analogue equipment commenced (and as reported in capital reports). The move from A2D is also accompanied by an increase in recurring costs to the service: that is an additional cost of circa £0.324 million per annum due to the costs of SIM cards and new equipment.
- 4.6. As highlighted at 4.3, the current cost of the CAAS provided by SLC is approximately £3.700 million per annum based upon 2022/2023 figures. The current charge for the CAAS applied by SLC is £1.70 per week. Referring to the Local Government Benchmarking Family Group (LGBFG) comparator data, the SLC charge is the lowest as highlighted in the table below:-

<b>Local Authority</b>	<b>Weekly Charge</b>
Falkirk	£4.45
South Ayrshire	£4.41
Clackmannanshire	£3.90
Renfrewshire	£3.70
Dumfries and Galloway	£3.60
North Lanarkshire Council (Not part of LGBFG)	£3.40
West Lothian	£3.20
Fife	£2.80
South Lanarkshire	£1.70

*Figures available are for the current year 2022/2023 and do not include expected cost increases in 2023/2024 (inflation and A2D costs).*

- 4.7. It is anticipated that the charges across the LGBFG will likely increase in 2023/2024 given that other authorities are faced with the same cost pressures as the SLC service.
- 4.8. SLC currently subsidises the CAAS to the amount of £3.200 million (86% of the actual 2022/2023 revenue costs of providing the service). If service users were charged at a level that enabled full cost-recovery of the service, based on 2022/2023 costs, this would equate to a weekly charge of £13.13.
- 4.9. As above, the recurrent revenue cost of the CAAS will further increase as a result of the switch from A2D (an additional £0.324 million per annum); and with inflation at a rate of 10.1%, an additional £0.400 million in 2023/2024. The cost of the CAAS is, therefore, projected to total £4.400 million in 2023/2024. Based on the current charge of £1.70 per week, the net cost of subsidy by SLC would increase to approximately £3.900 million (an 89% subsidy for 2023/2024). Full cost recovery would require a charge of £15.60 per week per service user.
- 4.10. The South Lanarkshire IJB, as set out in the South Lanarkshire Integration Scheme, has a duty to set a balanced budget, similar to that held by elected members in relation to setting a balanced budget for the Council. In order to set a balanced budget for 2023/2024, the IJB has had to confirm actions to address a projected recurrent funding gap of £8.900 million across delegated social care (adult and older people services) in 2023/2024 and as considered at its meeting of 28 March 2023.
- 4.11. Given that CAAS is currently available on request and there is no assessment and review function or eligibility criteria to access the service, consideration was given to the following options as part of the measures to address the recurrent social care funding gap of £8.900 million:-

<b>Ref</b>	<b>Option</b>	<b>Subsidy Rate %</b>	<b>Weekly Charge £</b>	<b>Additional Income £m</b>
1	No change	89%	1.70	Nil
2	2022/2023 Family group benchmark average	76%	3.72	0.600
3	Family group benchmark average plus 10% (contribution to inflation/A2D)	74%	4.10	0.700

Ref	Option	Subsidy Rate %	Weekly Charge £	Additional Income £m
4	As per option 3 plus full recovery of A2D cost	66%	5.25	1.000
5	Recognise 'gold standard' service – additional £0.45 premium	63%	5.70	1.100

- 4.12. The IJB Financial Plan for 2023/2024 considered at the IJB's meeting of 28 March 2023, includes a recommendation that the IJB request of SLC a reduction of the subsidy for CAAS so as to bring the SLC rate more in line with the benchmarking family rate (as 2022/2023); reflect the increase in recurrent costs due to inflation and the switch to A2D; and to contribute £0.700 million recurrently to addressing the projected recurrent social care funding gap of £8.900 million. Due to the sequence of meetings, a verbal update on the decision of the IJB and its request to the Council's Executive Committee will be provided at today's meeting.
- 4.13. As highlighted at 3.3, the funding deficit for adult and older people's social care in 2023/2024 is such that it has been recommended to the IJB that all of the IJB's uncommitted social care reserves funding at 1 April 2023 (£5.777 million) be used as a non-recurring contribution to securing financial balance in 2023/2024.
- 4.14. If the additional income is not recoverable in full or in part in 2023/2024 for CAAS, the IJB will require to identify an alternative funding option to ensure financial balance in 2023/2024. An alternative funding solution is likely to involve reductions in levels of social care service delivery.

## **5. Next Steps**

- 5.1. Any changes approved would be implemented effective from the beginning of the new financial year 2023/2024.
- 5.2. Arrangements would be put in place to support people who may be concerned about the increase in the charge. This would include all service users and carers being contacted individually by letter to inform them of changes to the annual service charges. A contact number would also be provided should the individual require additional information or support.
- 5.3. Furthermore, in accordance with CoSLA guidance, SLC maximises the income of all service users who are liable to make a contribution towards the cost of a service. Anyone who receives a CAAS would, therefore, be offered a financial assessment to ensure that their income is maximised. Experienced and skilled staff would also be available to assess the individual circumstances of anyone concerned about the proposed increase in the charge and intending to return the alarm. Assurance would be sought that the individual has the ability to seek assistance and support appropriately if the alarm is returned.

## **6. Employee Implications**

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

## **7. Financial Implications**

- 7.1. The financial implications are detailed at section 4.

## **8. Climate Change, Sustainability and Environmental Implications**

- 8.1. There are no climate change, sustainability or environmental implications as a result of this report.

## **9. Other Implications**

- 9.1. There are no other implications in terms of risk and sustainability as a result of this report.

## **10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. There has been a benchmarking exercise undertaken with other local authorities and similar service providers to compare prices in relation to service delivery. This is summarised in 4.6 and indicates that current SLC charges are substantially lower than the LGBF Family Group average.
- 10.2. An Equalities Impact Assessment has been conducted in relation in respect of reducing the subsidy for and increasing the charging for CAAS.
- 10.3. Depending on the outcome taken by SLC, service users and carers will be contacted individually in advance of any changes to their annual charges, with the specific aim of providing additional information and contact details in the event that they require further information or support.

**Soumen Sengupta**

**Director, Health and Social Care**

8 March 2023

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ People live the healthiest lives possible
- ◆ Accountable, effective, efficient and transparent
- ◆ Focused on people and their needs

## **Previous References**

- ◆ None

## **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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