

COMMUNITY AND ENTERPRISE RESOURCES COMMITTEE

Minutes of meeting held via Confero and in the Council Chamber, Council Offices, Almada Street, Hamilton on 4 October 2022

Chair:

Councillor Robert Brown

Councillors Present:

Councillor John Anderson, Councillor Ralph Barker, Councillor Walter Brogan, Councillor Andy Carmichael, Councillor Maureen Chalmers, Councillor Poppy Corbett, Councillor Andrea Cowan, Councillor Margaret Cowie, Councillor Maureen Devlin (Depute), Councillor Colin Dewar, Councillor Allan Falconer (*substitute for Councillor Gerry Convery*), Councillor Gladys Ferguson-Miller, Councillor Ross Gowland, Councillor Graeme Horne, Councillor Cal Johnston-Dempsey, Councillor Martin Lennon, Councillor Richard Lockhart, Councillor Hugh Macdonald, Councillor Ian McAllan, Councillor Kenny McCreary, Councillor Davie McLachlan, Councillor Carol Nugent, Councillor Helen Toner, Councillor David Watson

Councillors' Apologies:

Councillor Gerry Convery, Councillor Joe Fagan (*ex officio*)

Attending:

Community and Enterprise Resources

D Booth, Executive Director; K Carr, Head of Facilities, Waste and Grounds Services; C Park, Head of Roads, Transportation and Fleet Services; I Ross, Project Manager; I Russell, Construction Unit Manager; G Simpson, Development Adviser

Finance and Corporate Resources

N Docherty, Administration Assistant; L Harvey, Finance Manager; E Maxwell, Human Resources Business Partner; E-A McGonigle, Administration Officer; L O'Hagan, Finance Manager (Strategy); M M Wilson, Legal Services Manager; L Wyllie, Administration Assistant

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Community and Enterprise Resources Committee held on 9 August 2022 were submitted for approval as a correct record.

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

3 Community and Enterprise Resources - Revenue Budget Monitoring 2022/2023

A joint report dated 7 September 2022 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources) was submitted comparing actual expenditure at 12 August 2022 against budgeted expenditure for 2022/2023 for Community and Enterprise Resources.

At 12 August 2022, there was an overspend of £0.050 million against the phased budget.

Details were also provided on proposed budget virements in respect of Community and Enterprise Resources to realign budgets.

The Finance Manager responded to a member's question in relation to budget virements.

The Committee decided:

- (1) that the overspend on the Community and Enterprise Resources' revenue budget of £0.050 million as at 12 August 2022, as detailed in Appendix A of the report, be noted; and
- (2) that the budget virements, as detailed in appendices B to F of the report, be approved.

[Reference: Minutes of 9 August 2022 (Paragraph 3)]

4 Community and Enterprise Resources - Capital Budget Monitoring 2022/2023

A joint report dated 14 September 2022 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources) was submitted advising of progress on the Community and Enterprise Resources' Capital Programme 2022/2023 and summarising the expenditure position at 12 August 2022.

The revised capital programme for 2022/2023, as agreed at the 24 August and 21 September 2022 meetings of the Executive Committee, amounted to £64.540 million, a net increase of £0.117 million and, at 12 August 2022, expenditure was £6.505 million.

The Committee decided: that the Community and Enterprise Resources' Capital Programme of £64.540 million, and expenditure to date of £6.505 million, be noted.

[Reference: Minutes of the Executive Committee of 24 August 2022 (Paragraph 4) and 21 September 2022 (Paragraph 4)]

5 Community and Enterprise Resources - Workforce Monitoring – June and July 2022

A joint report dated 6 September 2022 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources) was submitted on the following employee information for Community and Enterprise Resources for the period June and July 2022:-

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

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

The Committee decided: that the report be noted.

[Reference: Minutes of 9 August 2022 (Paragraph 6)]

6 Community and Enterprise Resources' Workforce Plan 2022 to 2025

A report dated 14 September 2022 by the Executive Director (Community and Enterprise Resources) was submitted on Community and Enterprise Resources' Workforce Plan 2022 to 2025.

The Executive Committee had agreed the Council Workforce Plan 2017 to 2020, with Resources being required to provide updates on their Workforce Plan to their respective committees. The review of Workforce Plans had been delayed due to the COVID-19 pandemic and Resources had produced Plans covering the period 2022 to 2025.

The Community and Enterprise Resources' Workforce Plan 2022 to 2025, together with the Action Plan, was attached as Appendix 1 to the report. The Plan provided an overview of the services delivered by the Resource, the service demands and a workforce profile. This, together with the strategic plans and drivers, was used to identify the objectives and actions required.

The key themes for workforce planning that had been identified were:-

- ◆ demographic of the workforce and the impact on succession planning
- ◆ recruitment and retention of employees in key front line and professional areas
- ◆ development of the current workforce to ensure skills were readily available to deliver in key strategic areas
- ◆ maintaining employee wellbeing and resilience

The key activities identified were:-

- ◆ revised recruitment practices to attract and retain employees
- ◆ a graduate apprenticeship approach to recruitment
- ◆ to establish links with schools and colleges to encourage pupils and students to consider a role with the Council
- ◆ to establish methods to grow our own talent and future proof the workforce
- ◆ review of working practices and business delivery models
- ◆ optimise the efficiency of the existing workforce, including staff absence cover

This aligned with the general common themes from all Resource Action Plans which were:-

- ◆ increased demand and a reduced workforce pool which was a national issue
- ◆ demographic challenges, increased turnover, employees retiring earlier than expected and succession planning
- ◆ employee wellbeing

The Executive Director (Community and Enterprise Resources) responded to a member's question around optimising efficiencies and processes.

The Committee decided:

- (1) that the content of the report be noted; and
- (2) that the Community and Enterprise Resources' Workforce Plan 2022 to 2025, attached as Appendix 1 to the report, be approved.

[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 15)]

7 Economic Development – Additional Officers

A joint report dated 7 September 2022 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted:-

- ◆ seeking approval to make 4 full time equivalent (FTE) existing temporary Economic Development officer posts permanent, increasing the Economic Development establishment accordingly
- ◆ seeking approval to make 1 FTE existing temporary post of Marketing and Events Assistant, seconded to the Supplier Development Programme (SDP), permanent

The importance of the Council's Economic Development Service had been highlighted during recent economic events, which included the delivery of the emergency response to the COVID-19 pandemic. Furthermore, the introduction of the Community Wealth Building agenda and the National Strategy for Economic Transformation had highlighted that the Economic Development Service was fundamental to achieving the ambition of both the Council and the Scottish Government's objective of creating a more successful country with opportunities for all to flourish through increased wellbeing and sustainable and economic growth.

A new Economic Strategy and associated Action Plan had been drafted which took account of a rapidly changing economy at international, national and local levels which were increasingly influenced by a number of key economic policies and emerging funding streams at UK Government, Scottish Government and City Region level.

Several temporary posts had been created to focus on economic development and recovery and, specifically, on business engagement, key sector development and inward investment. A shortage of skills and experience had led to recruitment issues and there was competition from other councils with regards to recruitment when permanent posts were being offered elsewhere.

Funding was available to retain the Economic Development Officer posts and this was anticipated to continue to be the position with the emergence of Levelling Up and UK Prosperity funding through to April 2025 and beyond. Making these posts permanent would provide employment security for those on temporary contracts and assist with workforce planning for anticipated turnover, including retirements.

The Supplier Development Programme (SDP) was a business support initiative, funded by public bodies, which aimed to help Small and Medium Enterprises (SMEs) improve their performance in winning contracts with public sector organisations. The Council had hosted the SDP since 2014 and it had grown in membership to include all 32 local authorities, the Scottish Government, over 14 government agencies, and private sector associate membership which had been introduced. Income was generated through events and Scottish Government contributions.

The Marketing and Events Assistant post was responsible for assisting with the delivery of training, workshops/webinars, Meet the Buyer events and exhibitions, and also provided support to the SDP team in delivering increased social media outputs. The Scottish Government provided annual funding of £24,000 to fund the post and support delivery of the associated activities.

To deliver on the objectives of the Economic Development Service, it was proposed that the following temporary posts be added to the establishment on a permanent basis, as detailed in section 5 of the report:-

- ◆ 4 FTE posts of Economic Development Officer on Grade 3, Level 2-8, SCP 63-80 (£33,651 to £42,830)
- ◆ 1 FTE post of Marketing and Events Assistant, seconded to the SDP, on Grade 2, Level 1-4, SCP 34-57 (£22,300 to £30,749)

The costs associated with the establishment of the above Economic Development Officer posts would be funded from existing strategic investment funding and Business Loans Scotland funding which was already approved through to 2024/2025, with future years expected to be funded from sources such as Levelling Up and UK Prosperity programmes. If those funds did not continue, then consideration would be made to reducing the establishment accordingly.

The costs associated with the SDP staffing requirements would be met, in part, from the annual Scottish Government funding received for the Programme and the remaining costs would be managed through existing SDP funding streams in line with current practice.

The Executive Director (Community and Enterprise Resources) responded to members' questions on various aspects of the report.

The Committee decided:

- (1) the content of the report be noted;
- (2) that the 4 FTE temporary Economic Development Officer posts on Grade 3, Level 2-8 (£33,651 to £42,830) in the Economic Development establishment, as detailed in section 5 of the report, be made permanent; and
- (3) that that the 1 FTE temporary post of Marketing and Events Assistant on Grade 2, Level 1-4 (£22,300 to £30,749), seconded to the Supplier Development Programme, as detailed in section 5 of the report, be made permanent.

8 Investment Fund Projects – Temporary Employees

A joint report dated 15 September 2022 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted:-

- ◆ providing an update on the staffing changes and proposals within the Waste Service to deliver the approved strategic investments in Waste Services
- ◆ seeking approval to temporarily increase the Waste Services' establishment by 2.5 FTE for 23 months

Most domestic properties in South Lanarkshire had been provided with means of presenting food waste separately, however, there were approximately 5,000 properties in rural areas that had not been provided with a food waste collection service due to environmental and economic reasons.

Waste Services had been allocated funding for strategic investments as part of the 2022/2023 revenue budget strategy to purchase hot composters which would be provided, free of charge, to residents in rural areas who did not receive a food waste collection service. The project included the recruitment of a Waste Services Operative to deliver the composters to the rural properties.

It was estimated that over 30% of properties in South Lanarkshire were flats and the majority of those had been provided with a single recycling bin for co-mingled recycling because of space restrictions. Residents with co-mingled bins could present paper, card, cardboard, plastic, cans and tins in the blue bins. The quality of material collected from co-mingled bins was generally insufficient to be recycled and, consequently, the waste had to be treated as residual waste.

The proposed project would re-designate the bins to 'paper and card' only bins and Waste Services had been awarded £15,470 from the Climate Change Fund to develop communications to support the project. Consistency with regards to the blue bin collections across South Lanarkshire would also be achieved and, therefore, waste awareness messaging would be less confusing for residents. The second phase of the project would involve assessing those properties without recycling bins in order that a recycling service could be provided where space and accessibility allowed.

The investment proposals for both projects were fully detailed at section 4 of the report. To deliver on the objectives of Waste Services, it was proposed that the following posts be added to the establishment, as detailed in section 5 of the report:-

- ◆ 0.5 FTE post of Waste Operative on Grade 1, Level 3, SCP 25-27 (£10,398 to £10,687) for a period of 23 months
- ◆ 2.0 FTE posts of Waste Service Assistant (Waste Awareness) on Grade 2, Level 1, SCP 34-35 (£22,300 to £22,665) for a period of 23 months

The costs associated with the establishment of the above posts would be met from strategic investment funding of £0.682 million, approved as part of the 2022/2023 revenue budget. Funding would be allocated over this financial year and also 2023/2024 based on programme implementation. The balance of the strategic investment fund would be allocated, on a phased basis, as the projects developed and associated costs were identified.

There followed a full discussion during which members asked for details on:-

- ◆ timescales involved for delivery of the hot composters
- ◆ ease of use of the hot composters
- ◆ the recycling rejection rate from flatted properties
- ◆ current contamination rates and variances at flatted properties
- ◆ why recycling of paper and card was being prioritised at flatted properties
- ◆ the Council's opt in policy for those flatted properties which would no longer be able to recycle glass, cans, tins and plastic containers

In response to a member's suggestion for a members' awareness session on issues around Waste Services and recycling, the Executive Director (Community and Enterprise Resources) advised that this would be developed for elected members in due course.

The Committee decided:

- (1) that the content of the report be noted; and
- (2) that the additional temporary increase in the Waste Services' establishment, as detailed in section 5 of the report, to facilitate 2 projects aimed at reducing residual waste and increasing recycling, be approved.

9 Community Benefit Funds – Renewable Energy Fund – Grant Applications

A report dated 15 September 2022 by the Executive Director (Community and Enterprise Resources) was submitted on 2 applications to the various Community Benefit Funds. The Community Benefit Funds had been established to provide funding to suitable projects providing community benefit in eligible areas.

It was proposed that, subject to the applicant providing written confirmation that all other additional funding for the projects had been secured, a grant of up to:-

- ◆ £61,066 be awarded to Sandford and Upper Avondale Community Council towards eligible costs associated with facilitating the refurbishment of Gilmourton Park from the Calder Water Windfarm Renewable Energy Fund (REF)
- ◆ £49,167.20 be awarded to Sandford Village Hall Trust towards eligible costs associated with facilitating the refurbishment of the village hall from the Kype Muir Windfarm REF

The Committee decided:

that, subject to the applicant providing written confirmation that all other additional funding for the projects had been secured, a grant be awarded of up to a maximum of:-

- ◆ £61,066 to Sandford and Upper Avondale Community Council towards eligible costs associated with facilitating the refurbishment of Gilmourton Park from the Calder Water Windfarm REF
- ◆ £49,167.20 to Sandford Village Hall Trust towards eligible costs associated with facilitating the refurbishment of the village hall from the Kype Muir Windfarm REF

[Reference: Minutes of 9 August 2022 (Paragraph 9)]

10 Blantyre Town Centre Strategy Action Plan

A report dated 14 September 2022 by the Executive Director (Community and Enterprise Resources) was submitted on the Blantyre Town Centre Strategy and Action Plan.

Supporting town centres was a Council priority and the Council worked closely with appropriate groups and organisations through a partnership approach to achieve common goals. In developing the Blantyre Town Centre Strategy, key partners were the Blantyre Business Community and Blantyre Community Council, with a focus on town centre regeneration.

Following completion of the Blantyre Town Centre Strategy consultation, officers had requested that elected members and Blantyre Community Council consider the resulting feedback. The outcomes from the consultation had broadly supported the priorities and actions that had been set out in the Strategy, but additional information was provided that had impacted the wider Community Plan. The resulting changes to the Strategy, outlined below, were set out at section 4.3 of the report:-

- ◆ inserting the consultation findings
- ◆ comments about related sites outwith the town centre sphere of influence, but that could have potential impact

Following the consultation exercise, the Blantyre Town Centre Strategy and Action Plan, attached as Appendix 1 to the report, had been amended and it was proposed that the Strategy and Action Plan be approved.

In addition, it was also proposed that officers from Economic Development would liaise with other Services in the Council and partner organisations to oversee the implementation of the Strategy and delivery of the Action Plan.

Officers responded to members' questions on various aspects of the report. In response to a member's question on the role of Area Committees in monitoring progress against the action plans of the Town Centre Strategies, the Executive Director (Community and Enterprise Resources) advised that progress reports could be taken to Area Committees on a regular basis.

The Committee decided:

- (1) that the outcome of the Blantyre Town Centre consultation be noted;
- (2) that Blantyre Town Centre Strategy be approved, taking account of the amendments as detailed in section 4.3 of the report; and
- (3) that the Executive Director (Community and Enterprise Resources) be authorised to proceed with implementation of the Strategy.

[Reference: Minutes of 7 December 2021 (Paragraph 6)]

11 Community and Enterprise Resource Plan – Quarter 4 Progress Report 2021/2022

A report dated 24 August 2022 by the Executive Director (Community and Enterprise Resources) was submitted on the Community and Enterprise Resource Plan Quarter 4 Progress Report 2021/2022 for the period 1 April 2021 to 31 March 2022.

The Resource Plan measures were rated using a traffic light system of red, amber or green as well as blue (BRAG) which indicated that an action had been completed.

Details were provided on:-

- ♦ progress against all Resource Plan measures, as detailed in the Quarter 4 Progress Report 2021/2022, attached as Appendix 2 of the report
- ♦ key achievements made by the Resource to date
- ♦ measures which had changed in status from Quarter 2 to Quarter 4, as contained in Appendix 3 of the report.

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

The Committee decided:

- (1) that the Community and Enterprise Resource Plan Quarter 4 Progress Report 2021/2022, as summarised in paragraph 5.2 and attached as Appendix 2 to the report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3 of the report, be noted;
- (3) that the areas for improvement and associated management actions, as detailed in paragraph 5.4 of the report, be noted; and
- (4) that the additional scrutiny of changes in BRAG status between Quarter 2 and Quarter 4, as summarised at paragraph 5.5 and detailed at Appendix 3 of the report, be noted.

[Reference: Minutes of 28 September 2021 (Paragraph 6)]

12 Community and Enterprise Resource Plan 2022/2023

A report dated 25 August 2022 by the Executive Director (Community and Enterprise Resources) was submitted on the Community and Enterprise Resource Plan 2022/2023.

Details were provided on the Resource Plan for 2022/2023, attached as Appendix 1 to the report, which outlined the:-

- ◆ key areas of focus for the year ahead
- ◆ objectives and outcomes
- ◆ measures and actions
- ◆ resourcing of the Plan

The Resource had established a number of outcomes to support the delivery of the Connect priorities in 2022/2023. In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2022/2023 Resource Plan would be submitted to a future meeting of the Committee.

The Committee decided: that the Community and Enterprise Resource Plan for 2022/2023 be noted and uploaded to the Council's website.

[Reference: Minutes of the Executive Committee of 24 August 2022 (Paragraph 8)]

13 Community and Enterprise Resources – Notification of Contracts Awarded – 1 October 2021 to 31 March 2022

A report dated 16 September 2022 by the Executive Director (Community and Enterprise Resources) was submitted on contracts awarded by Community and Enterprise Resources in the period 1 October 2021 to 31 March 2022.

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

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

The Committee decided: that the report be noted.

[Reference: Minutes of 7 December 2022 (Paragraph 16)]

14 Urgent Business

There were no items of urgent business.