



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 13 November 2018

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, 21 November 2018

Time: 10:00

Venue: Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA

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

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| Members are reminded to bring their fully charged tablets to the meeting |
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Yours sincerely

Lindsay Freeland
Chief Executive

Members

John Ross (Chair/ex officio), Maureen Chalmers (Depute Chair), Alex Allison, John Anderson, John Bradley, Walter Brogan, Robert Brown, Graeme Campbell, Gerry Convery, Margaret Cooper, Peter Craig, Fiona Dryburgh, Joe Fagan, Allan Falconer, Alistair Fulton, Lynsey Hamilton, Ann Le Blond, Eileen Logan, Katy Loudon, Joe Lowe, Colin McGavigan, Mark McGeever, Jim McGuigan, Davie McLachlan, Gladys Miller, Richard Nelson, David Shearer, Josh Wilson

Substitutes

Jackie Burns, Stephanie Callaghan, Andy Carmichael, Poppy Corbett, Graeme Horne, Martin Grant Hose, Richard Lockhart, Hugh Macdonald, Catherine McClymont, Kenny McCreary, Mo Razzaq, Graham Scott, Collette Stevenson, Sheena Wardhaugh

BUSINESS

- 1 **Declaration of Interests**
- 2 **Minutes of Previous Meeting** 5 - 12
Minutes of the meeting of the Executive Committee held on 26 September 2018 submitted for approval as a correct record. (Copy attached)

| Monitoring Item(s) | |
|---|----------|
| 3 Capital Budget 2018/2019 and Monitoring for Period 8 - 1 April to 12 October 2018 | 13 - 22 |
| Report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 4 Revenue Budget Monitoring for Period 8 - 1 April to 12 October 2018 | 23 - 30 |
| Report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 5 Trading Services Financial Performance for Period 8 - 1 April to 12 October 2018 | 31 - 34 |
| Report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 6 Additional Funding from the Scottish Government and Other External Sources | 35 - 38 |
| Report dated 23 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 7 Council Plan Connect 2017 to 2022 - Quarter 2 Progress Report 2018/2019 | 39 - 114 |
| Report dated 25 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |

| Item(s) for Decision | |
|---|-----------|
| 8 Revenue Budget Strategy 2019/2020 and Savings Proposals | 115 - 174 |
| Report dated 29 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 9 Future Capital Investment Strategy | 175 - 210 |
| Report dated 30 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 10 Capital Programme 2019/2020 Update | 211 - 218 |
| Report dated 1 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 11 Council Tax - Long Term Empty Properties | 219 - 222 |
| Report dated 2 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 12 Council Charging Policy and Proposals | 223 - 264 |
| Report dated 2 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 13 Proposed Shared Lanarkshire British Sign Language Plan | 265 - 290 |
| Report dated 18 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |

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|-----------|---|-----------|
| 14 | Rutherglen Cambuslang Pathfinder Project - Care Experienced Children and Children on the Edges of Care | 291 - 296 |
| | Joint report dated 31 October 2018 by the Director, Health and Social Care and Executive Directors (Education Resources) and (Finance and Corporate Resources). (Copy attached) | |
| 15 | Glasgow City Region City Deal - Hamilton CGA, Highstonehall Road Improvements - Full Business Case | 297 - 302 |
| | Report dated 12 October 2018 by the Executive Director (Community and Enterprise Resources). (Copy attached) | |
| 16 | Glasgow City Region City Deal - Newton CGA Westburn Road Roundabout - Full Business Case | 303 - 310 |
| | Report dated 16 October 2018 by the Executive Director (Community and Enterprise Resources). (Copy attached) | |
| 17 | Sustainable Development Update - Statutory Climate Change Duties Report 2017/2018 | 311 - 364 |
| | Report dated 16 October 2018 by the Executive Director (Community and Enterprise Resources). (Copy attached) | |
| 18 | Amendments to Membership of Committees and Outside Bodies | 365 - 366 |
| | Report dated 9 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 19 | Recommendations Referred from Resource Committees | 367 - 372 |
| | Report dated 5 November 2018 by the Chief Executive. (Copy attached) | |

Item(s) for Noting

- | | | |
|-----------|---|-----------|
| 20 | Local Housing Strategy (LHS) Annual Review 2017/2018 | 373 - 378 |
| | Report dated 30 October 2018 by the Executive Director (Housing and Technical Resources). (Copy attached) | |
| 21 | Representation on South Lanarkshire Leisure and Culture Limited Board | 379 - 380 |
| | Report dated 31 October 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |

Urgent Business

22 Urgent Business

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

For further information, please contact:-

Clerk Name: Gordon Bow

Clerk Telephone: 01698 454719

Clerk Email: gordon.bow@southlanarkshire.gov.uk

EXECUTIVE COMMITTEE

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 26 September 2018

Chair:

Councillor John Ross (ex officio)

Councillors Present:

Councillor Alex Allison, Councillor John Anderson, Councillor John Bradley, Councillor Walter Brogan, Councillor Robert Brown, Councillor Graeme Campbell, Councillor Maureen Chalmers (Depute), Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Poppy Corbett (*substitute for Councillor Le Blond*), Councillor Peter Craig, Councillor Fiona Dryburgh, Councillor Joe Fagan, Councillor Allan Falconer, Councillor Alistair Fulton, Councillor Eileen Logan, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Catherine McClymont (*substitute for Councillor Hamilton*), Councillor Hugh Macdonald (*substitute for Councillor McGuigan*), Councillor Colin McGavigan, Councillor Mark McGeever, Councillor Gladys Miller, Councillor Richard Nelson, Councillor Mo Razzaq (*substitute for Councillor McLachlan*), Councillor David Shearer, Councillor Josh Wilson

Councillors' Apologies:

Councillor Lynsey Hamilton, Councillor Ann Le Blond, Councillor Jim McGuigan, Councillor Davie McLachlan

Attending:

Chief Executive's Service

L Freeland, Chief Executive

Community and Enterprise Resources

M McGlynn, Executive Director

Education Resources

T McDaid, Executive Director

Finance and Corporate Resources

P Manning, Executive Director; G Bow, Administration Manager; T Little, Head of Communications and Strategy; G McCann, Head of Administration and Legal Services; K McVeigh, Head of Personnel Services; L Wyllie, Administration Assistant

Housing and Technical Resources

D Lowe, Executive Director

Social Work Resources/Health and Social Care

L Purdie, Head of Children and Justice Services

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Executive Committee held on 15 August 2018 were submitted for approval as a correct record.

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

3 Capital Budget Monitoring for Period 6 – 1 April to 17 August 2018

A report dated 27 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the physical and financial progress at 17 August 2018 on the various Capital Programmes.

The General Fund Capital Programme included Education Resources, Social Work Resources, Roads and Transportation and General Services. The General Fund Programme totalled £73.343 million and the Housing Capital Programme £53.664 million.

At 17 August 2018, £15.466 million had been spent on the General Fund Capital Programme and £17.000 million on the Housing Capital Programme.

A review had been undertaken of both the Schools' Modernisation Programme, which was due to conclude in 2019, and the Growth and Capacities budget within the overall Capital Programme. Based on current predictions, it was forecast that a saving on the Schools' Modernisation Programme of £3.000 million against a remaining budget programme budget of £21.420 million would be realised in 2019/2020.

The Committee decided:

- (1) that the position on the various Capital Programmes for 2018/2019, as detailed in the report, be noted;
- (2) that the outcome of the review of the Schools' Modernisation Programme and Growth and Capacity budget be noted;
- (3) that the proposed adjustments to the General Fund Programme, as detailed in Appendix 2 to the report, be approved; and
- (4) that the revised programmes be monitored by the Financial Resources Scrutiny Forum.

[Reference: Minutes of 15 August 2018 (Paragraph 3)]

4 Revenue Budget Monitoring for Period 6 – 1 April to 17 August 2018

A report dated 27 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure against budgeted expenditure for the period ending 17 August 2018.

The figures included an underspend of £3.687 million on the General Fund Revenue Account and a breakeven position on the Housing Revenue Account.

The underspend on the General Fund Revenue Account included:-

| | |
|---|----------------|
| ◆ superannuation on overtime | £0.500 million |
| ◆ loan charges | £3.422 million |
| ◆ early years' service in Education Resources | £0.232 million |

The underspends in those areas would be partly offset by an overspend of £0.467 million on residential schools/external placements within Social Work Resources.

At this stage in the year, it was forecast that there would be an underspend of £6.300 million at the year end. Included within the underspend, was £2.300 million which was ring-fenced to the Pupil Equity Fund, leaving £4.000 million which was uncommitted and could be considered for use in the 2019/2020 Revenue Budget Strategy.

A number of other elements impacting on the Revenue Budget for 2018/2019 were detailed in the report.

The Committee decided:

- (1) that the underspend on the General Fund Revenue Account at 17 August 2018 and forecast to 31 March 2019 be noted;
- (2) that the intention to use the uncommitted element of the forecast underspend of £4.000 million in the 2019/2020 Revenue Budget Strategy be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 17 August 2018 and forecast to 31 March 2019 of a breakeven position be noted.

[Reference: Minutes of 15 August 2018 (Paragraph 4)]

5 Trading Services' Financial Performance for Period 6 – 1 April to 17 August 2018

A report dated 27 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the projected financial results for 2018/2019 for the Council's Trading Services.

The target for Trading Services' surpluses had been set at £11.466 million. In the period to 22 June 2018, this was revised to £11.937 million. In the period to 17 August 2018, the figure had been further revised to £11.941 million to reflect a transfer of budget that had taken place as a result of the realignment of savings.

At 17 August 2018, surpluses of £4.314 million had been achieved.

The Committee decided: that the surpluses achieved to 17 August 2018 of £4.314 million be noted.

[Reference: Minutes of 15 August 2018 (Paragraph 5)]

6 Additional Funding from the Scottish Government and Other External Sources

A report dated 23 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted on additional revenue funding totalling £0.428 million, made available to Social Work Resources from the Scottish Government and the Scottish Legal Aid Board to support the:-

- ◆ new mandatory reconsideration process introduced by the Department for Work and Pensions
- ◆ Scottish Attainment Challenge in respect of Care Experienced Children and Young People

The Committee decided: that the report be noted.

[Reference: Minutes of 27 June 2018 (Paragraph 8)]

7 Land and Property Transfers and Disposals

A report dated 28 August 2018 by the Executive Director (Housing and Technical Resources) was submitted on recommendations to declare certain areas of land and property surplus to operational requirements.

The recommendations had been made in terms of agreed procedures for dealing with surplus land and property.

The Committee decided:

- (1) that the area of land, as detailed in Appendix A to the report, be transferred from Community and Enterprise Resources to Education Resources; and
- (2) that the areas of land, as detailed in Appendix B to the report, be declared surplus to Council requirements.

8 Schools' Modernisation Programme Update and Transfer of Funding to St Mary's Primary School, Hamilton and St Charles' Primary School, Cambuslang

A joint report dated 3 September 2018 by the Executive Directors (Education Resources) and (Finance and Corporate Resources) was submitted:-

- ◆ providing an update on the Schools' Modernisation Programme as it neared its completion
- ◆ highlighting that the growth in pupil numbers remained an issue and that monitoring the adequacy of the school estate would be an ongoing process
- ◆ on proposals to utilise identified funding to allow 2 primary school extension projects to commence in the short term

Following an assessment of the Schools' Modernisation Programme as it neared completion, a number of projects had been identified which required a funding solution to allow them to progress.

It had been identified that there were 2 schools, St Mary's Primary School, Hamilton and St Charles' Primary School in Cambuslang, where accommodation pressures existed and where an interim solution had been put in place. At both schools, a permanent solution was now required and details of the projects to increase capacity at both schools were provided in the report.

The total cost of the projects had been estimated at £4.400 million and would be met by a saving of £3.000 million on the overall Schools' Modernisation Programme, £0.400 million from developer contributions and the remaining £1.000 million from borrowing.

Work would continue to identify any future accommodation issues within the overall Schools' Modernisation Programme and a further report would be submitted to this Committee as part of the future long term strategy on capital investment.

The Committee decided:

- (1) that the progress and achievements within the Schools' Modernisation Programme be noted; and
- (2) that the projects at St Mary's Primary School, Hamilton and St Charles' Primary School, Cambuslang and the associated funding package, be approved.

[Reference: Minutes of 14 December 2016 (Paragraph 12)]

9 Recommendations Referred from Resource Committees

A report dated 14 September 2018 by the Chief Executive was submitted on recommendations which had been referred to this Committee by the Community and Enterprise Resources Committee of 21 August 2018 and the Housing and Technical Resources Committee of 22 August 2018.

The recommendations of the Resource Committees were as follows:-

Community and Enterprise Resources Committee

- ♦ that the Community and Enterprise Resources' Resource Plan 2018/2019 be approved

[Reference: Minutes of the Community and Enterprise Resources Committee of 21 August 2018 (Paragraph 6)]

Housing and Technical Resources Committee

- ♦ that the Housing and Technical Resources' Resource Plan 2018/2019 be approved

[Reference: Minutes of Housing and Technical Resources Committee of 22 August 2018 (Paragraph 8)]

The Committee decided: that the recommendations referred by the Community and Enterprise Resources and Housing and Technical Resources Committees in relation to Resource Plans for 2018/2019 be approved.

10 Council Complaints Report – SPSO Annual Overview 2017/2018

A report dated 5 September 2018 by the Executive Director (Finance and Corporate Resources) was submitted:-

- ♦ detailing the performance of the Council in terms of handling complaints during 2017/2018 against the Scottish Public Services Ombudsman (SPSO) indicators
- ♦ on improvement activity to be undertaken as a result of the analysis of complaints
- ♦ providing details of customer feedback on complaints handling

Performance against the 8 SPSO indicators was detailed in the report.

This was the first year that Social Work Resources had been measured against the indicators and performance reflected the transition for the Resource to adopt the new timescales. Required actions were being implemented within the Resource to improve the timescales in handling complaints. This action included further training and raising the options available in relation to escalating complaints.

In compliance with the requirements of SPSO Indicator 8, Customer Satisfaction feedback had been gathered from customers who had been through the complaints process. The feedback received for 2017/2018 was summarised in Appendix 2 to the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 27 September 2017 (Paragraph 20)]

11 Local Government Benchmarking Framework 2016/2017 – Final Results and Action Plan

A report dated 20 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the Local Government Benchmarking Framework (LGBF) results for 2016/2017.

In terms of the Council's performance, 38 (52%) of indicators had shown an improvement from the year before compared with 31 (47%) previously. In terms of comparison with the Scottish average, 39 (53%) of the Council's indicators had performed better compared with 37 (56%) in the previous year.

The final LGBF results were detailed in Appendix 1 to the report together with a range of improvement actions which had been identified and would be progressed by Resources following a detailed analysis of the 2016/2017 results.

The Committee decided: that the report be noted.

[Reference: Minutes of 8 March 2017 (Paragraph 26)]

12 Review of the Annual Performance Report

A report dated 28 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted on proposed changes to the way the Council would fulfil its duties through the Annual Performance Report (APR).

Within the Council's annual audit report for 2016/2017, it had been identified that the level of detail within the Council's APR might obscure the key messages and that the Council should consider a review of the structure of the report for future years.

Taking those comments into account, the Council's approach to the APR would be refreshed and simplified to replace the current document with an Annual Performance Spotlights Report containing "bite sized" web content performance information on a one per Council objective basis. Details of the content of the Performance Spotlights were provided in the report and samples of the new format were given in an attached appendix.

The other key elements of the Council's Public Performance Reporting (PPR), including PPR reports on the Council's website and the Local Government Benchmarking Framework analysis, would remain unchanged. This would ensure that the Council continued to meet the Accounts Commission's Direction in terms of the information that must be published to satisfy comparison, benchmarking and Best Value responsibilities.

The Committee decided:

- (1) that the intention to move from the current method of Public Performance Reporting to the use of Annual Performance Spotlights be noted; and
- (2) that it be noted that the current arrangements for publishing the Public Performance Reports (PPRs) on the Council's website would remain unchanged.

[Reference: Minutes of 6 December 2017 (Paragraph 12)]

13 Free School Meals and Clothing Grants

A report dated 30 August 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the implementation of the budget initiative relating to automated entitlement to free school meals and clothing grants.

Details were provided confirming an increase in free school meals and clothing grants of 755 (11.9%) and 1,707 (18.8%) respectively for the period August 2017 to August 2018.

Figures projecting the awards for 2018/2019 showed increases of 1,365 (19.7%) for free school meals and 2,260 (18.8%) for clothing grants. The figures represented an increase in excess of the original estimates.

Updated information had been posted on the Council's website on the arrangements for auto entitlement and the online form had also been amended to advise customers of the new arrangements prior to completing the form.

The Committee decided: that the report be noted.

[Reference: Minutes of South Lanarkshire Council of 28 February 2018 (Paragraph 3)]

14 2018 Review of UK Parliament Constituencies

A report dated 12 September 2018 by the Chief Executive was submitted on the Boundary Commission for Scotland's 2018 Review of UK Parliament Constituencies.

On 18 September 2018 the Boundary Commission for Scotland had submitted its recommendations on the 2018 Review of UK Parliament Constituencies to the Secretary of State for Scotland and those were laid before Parliament on 10 September 2018.

The final recommendations for constituencies were detailed in Appendix 1 to the report.

Updated information on the 2018 Review could be found on the Commission's website and all comments received could be viewed on the Boundary Commission's consultation site.

The Committee decided: that the report be noted.

[Reference: Minutes of 6 December 2017 (Paragraph 21)]

15 Urgent Business

There were no items of urgent business.

Report

3

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|---|
| Subject: | Capital Budget 2018/2019 and Monitoring for Period 8 - 1 April 2018 to 12 October 2018 |
|----------|---|

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 2018 to 12 October 2018

2. Recommendation(s)

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

- (1) that the Period 8 position (ended 12 October 2018) of the General Fund Capital Programme itemised at Appendices 1 – 4 and the Housing Capital Programme at Appendix 5, be noted;
- (2) that the adjustments to the General Fund programme listed at Appendix 2, 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 12 October 2018. Spending has been split into two separate sections:-

- ◆ General Fund Capital Programme including Education, Social Work, Roads and Transportation and General Services (Section 5.1)
- ◆ Housing Capital Programme (Section 5.2)

4. General Fund

4.1. 2018/2019 Budget

The budget agreed at Executive Committee on 26 September 2018 was £73.343 million. A revised budget of £69.646 million is presented in Appendix 1. This consists of the base budget plus carry forward projects, previously approved adjustments and proposed adjustments (totalling a net decrease of £3.697 million) detailed at Appendix 2.

- 4.2. Glasgow City Region City Deal: Included within these proposed adjustments is a budget movement for the Glasgow City Region City Deal Programme following a detailed review of the spend. This reflects expected timescales in the Community Growth Area project (£0.900 million), Cathkin Relief Road project (£0.320 million) and the Stewartfield Way project (£0.200 million) for financial year 2018/2019.
- 4.3. Education Early Years 1,140 Hours: At the start of this financial year, an amount of £2.5 million was included to fund anticipated spend on projects to help deliver the Scottish Government's proposal to increase the number of hours of free early learning and childcare to 1,140 hours by 2020. The Executive Committee (15 August 2018) approved a first phase capital programme of works (£12 million). Based on the projects approved in August, spend for 2018/2019 for the Early Years 1,140 hours programme has been forecast at £0.635 million. A budget adjustment of £1.865 million is required to reflect the timescales for these projects. A list of these projects, along with their anticipated completion dates, is included in Appendix 4.
- 4.4. Education Growth and Capacities: The Executive Committee on 26 September 2018 also approved the addition of 2 new projects into the Capital Programme: St Mary's Primary School, Hamilton and St Charles' Primary School, Newton. These extension projects total £4.400 million and are to be funded from budget underspends in the current Primary School Modernisation Programme (£3 million), £0.4 million of Developer's Contributions and £1 million of additional borrowing.
- 4.5. Spend on these projects in the current year can be met from the programme already set. Therefore, the additional element of the budget approved (£1.0 million funded by borrowing and £0.4 million of developer's contributions), will be added to the 2019/2020 Capital Programme to allow completion of the projects in that year.
- 4.6. The programme spend and funding for the General Fund is summarised in Appendices 1 and 3. Total funding of £69.646 million is available in year.
- 4.7. 2018/2019 Monitoring
Budget for the period is £26.447m and spend to the 12 October 2018 is £25.501m (36.62%). This represents expenditure of £0.946m behind profile. This is mainly due to the timing of spend across a number of projects within Regeneration Services and Roads Services. It is expected that full spend on these projects will be made this financial year.
- 4.8. Actual funding received to 12 October 2018 is £52.972m (76.06%).
- 5. Housing Programme**
- 5.1. 2018/19 Budget
Appendix 5 also shows the position on the Housing programme as at 12 October 2018. The revised capital programme for the year is £53.664 million. Programmed funding for the year totals £53.664 million.
- 5.2. 2018/2019 Monitoring
Budget for the period is £24.975 million and spend to 12 October 2018 amounts to £24.401 million (45.47%). This represents expenditure of £0.574 million behind profile and is mainly due to progress on the new build programme being slightly behind original predictions.
- 5.3. As at 12 October 2018, actual funding of £24.401 million had been received.

- 5.4. Regular monitoring of both the General Fund Programme and the Housing Programme is carried out in detail by the Financial Resources Scrutiny Forum and reported on a regular basis to this Committee.

6. Employee Implications

- 6.1. None.

7. Financial Implications

- 7.1. As detailed within this report.

8. Other Implications

- 8.1. The main risk associated with the Council's Capital Programme is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment management meetings.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. 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.
- 9.2. 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)

22 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 26 September 2018

List of Background Papers

- ◆ Capital Ledger prints to 12 October 2018

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2018/19
GENERAL FUND PROGRAMME
FOR PERIOD 1 APRIL 2018 TO 12 OCTOBER 2018

APPENDIX 1

| | £m | £m |
|---|----|---------------|
| Original 2018/19 Base Budget including Carry Forward | | 73.343 |
| Proposed Adjustments – Periods 7 and 8 | | (3.697) |
| Total Revised Budget including Carry Forward | | 69.646 |

| <u>Resource</u> | <u>Base 2018/19 Budget</u> | <u>Period 7&8 Proposed Adjustments</u> | <u>Revised 2018/19 Budget</u> |
|------------------------|---|---|--|
| | <u>£m</u> | <u>£m</u> | <u>£m</u> |
| Community & Enterprise | 38.144 | (1.520) | 36.624 |
| Education | 24.657 | (2.240) | 22.417 |
| Finance & Corporate | 1.592 | 0.000 | 1.592 |
| Housing & Technical | 8.630 | (0.257) | 8.373 |
| Social Work | 0.320 | 0.320 | 0.640 |
| Total | 73.343 | (3.697) | 69.646 |

Proposed Adjustments**Community and Enterprise Resources****Synthetic and Grass Pitches**

Additional funding of £0.080m has been awarded from the Renewable Energy Fund as a contribution towards the cost of replacing the second generation sandbased pitch at Lanark Racecourse, with a third generation rugby/football hybrid pitch. Approval is sought to increase the 2018/19 Capital programme by £0.080m to reflect this additional funding. £0.080m

Sustainable Transport Improvements - Clydesdale Area

Additional funding of £0.075m has been awarded to allow the Council to determine the transport and travel needs of the Clydesdale area, and appraise the options to meet those needs. This funding has been provided by Strathclyde Partnership for Transport (£0.050m) and Transport Scotland (£0.025m).

The funding from Strathclyde Partnership for Transport will be utilised during financial year 2018/19, with the Transport Scotland funds available for use up to the end of March 2020.

Approval is therefore sought to increase the 2018/19 Capital Programme by £0.050m to reflect the additional funding provided by Strathclyde Passenger for Transport, and to increase the 2019/20 Capital Programme to reflect the funding from Transport Scotland (£0.025m). £0.050m

Sustrans – East Kilbride Active Travel

Approval is sought to increase the 2018/19 Capital programme by £0.050m to develop active travel proposals, which will encourage walking and cycling, in the East Kilbride area. This will be funded by an award from Sustrans of £0.050m £0.050m

Clyde and Avon Valley Landscape Partnership

Approval is sought to increase the 2018/19 Capital programme by £0.120m to reflect additional funding received from Heritage Lottery Fund (£0.118m) and Border Biscuits (£0.002m). This funding will be used towards specific projects identified in the Landscape Conservation Action Plan (LCAP). £0.120m

Zero Waste Fund

Council officers are working through the recommendations of a report from Zero Waste Scotland on the Council's Waste Strategy. As a result of this work, approval is sought to slip £0.400m into the 2019/20 Capital programme. (£0.400m)

Glasgow City Region – City Deal

As noted in sections 4.2, following a review of the programme timescales, approval is sought to reduce the 2018/19 allocation by £1.420m (Community Growth Areas £0.900m, Cathkin Bypass £0.320m and Stewartfield Way £0.200m) to reflect the current year spend anticipated. This funding will be required in financial year 2019/20. (£1.420m)

Education Resources

Early Years 1,140 Hours

The Executive Committee (15 August 2018) approved a first phase capital programme of works for 1,140 Hours, totalling £12m. Based on the projects agreed in August 2018, it is estimated that expenditure of £0.635m will be achieved. (£1.865m)

As the original programme had included a budget of £2.5m Scottish Government grant, approval is sought to allow slippage of £1.865m into the 2019/20 Capital Programme. Specific capital grant funding from the Scottish Government for this project will also be carried forward into 2019/20.

Trinity High School Science Laboratory

Approval is sought to increase the 2018/19 Capital Programme by £0.115m in order to undertake laboratory conversion works within the school to give more classroom flexibility. This will be funded by developers' contributions from the Cambuslang / Rutherglen area. £0.115m

Crawforddyke Primary School, Carluke – Extension

Approval is sought to reduce the 2018/19 Capital Programme by £0.490m to reflect the expected timescales for the new extension at Crawforddyke Primary School, Carluke, which will complete by August 2020. (£0.490m)

Housing and Technical Resources

Central Energy Efficiency Fund

Approval is sought to increase the 2018/19 Capital Programme by £0.063m to allow the completion of two additional LED lighting projects at John Wright Sports Centre, East Kilbride and McClymont Resource Centre, Lanark. This will be funded by a contribution from the CEEF Reserve. £0.063m

Social Work Resources

Arran House, East Kilbride – Phase 2

A second phase of works have been proposed at Arran House, East Kilbride, with the opportunity to redevelop the first floor of the facility to accommodate additional service users with complex and challenging needs. Approval is sought to transfer funding of £0.320m from the Prioritised Urgent Investment Fund. £0.320m (£0.320m)

Minor Adjustments £0.000m

TOTAL ADJUSTMENTS (£3.697m)

SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2018/2019
GENERAL FUND PROGRAMME
FOR PERIOD 1 APRIL 2018 TO 12 OCTOBER 2018

APPENDIX 3

| Expenditure | <u>2018/2019</u> | <u>2018/2019</u> | <u>2018/2019</u> | <u>2018/2019</u> |
|---|---------------------|---------------------|-----------------------|-----------------------|
| | <u>Original</u> | <u>Revised</u> | <u>Budget to</u> | <u>Actual to</u> |
| | <u>Estimate inc</u> | <u>Budget</u> | <u>12/10/18</u> | <u>12/10/18</u> |
| | <u>C/F</u> £m | <u>Budget</u> £m | <u>12/10/18</u> £m | <u>12/10/18</u> £m |
| General Fund Programme | 70.625 | 69.646 | 26.447 | 25.501 |
| | | | | |
| Income | <u>2018/19</u> | <u>2018/19</u> | <u>2018/19</u> | |
| | <u>Budget</u> | <u>Revised</u> | <u>Actual</u> | |
| | | <u>Budget</u> | <u>To</u> | |
| | £m | £m | <u>17/08/18</u> | |
| Prudential Borrowing | 32.772 | 30.770 | 30.770 | |
| Heritage Lottery / Sportscotland Grant | 0.124 | 0.406 | 0.184 | |
| Developers Contributions | 1.550 | 1.665 | 1.535 | |
| Partners (Including SPT, Forestry Commission, Transport Scotland, Timber Income, and Renewable Energy Fund) | 0.619 | 2.538 | 0.945 | |
| Scottish Government: | | | | |
| - Capital Grant | 27.607 | 27.607 | 13.803 | |
| - Cycling, Walking and Safer Streets | 0.432 | 0.432 | 0.000 | |
| - Vacant and Derelict Land | 2.316 | 1.566 | 1.116 | |
| - Early Years 1,140 Hours | 0.970 | 0.635 | 0.635 | |
| - Regeneration Capital Grant | 0.850 | 0.850 | 0.807 | |
| Specific Reserves | 1.244 | 2.155 | 2.155 | |
| Capital Receipts | 0.500 | 0.500 | 0.500 | |
| Capital Financed from Current Revenue | 1.641 | 0.522 | 0.522 | |
| TOTAL FUNDING | 70.625 | 69.646 | 52.972 | |

| Early Years 1,140 Hours Projects – with Underspends in 2018/19 | | |
|---|---------------------|--|
| Project Name | Project Type | Completion Date |
| | | |
| Larkhall Children's Centre, Larkhall | Refurbishment | September 2019 |
| St Cuthbert's Primary School – Nursery Adaptations | Refurbishment | August 2019 |
| Woodlands Nursery - Expansion | Refurbishment | August 2020 |
| | | |
| Carluke area (site adjacent to Crawforddyke Primary School). | New Build | Project requirements will be confirmed pending review of number projections for this area. |
| Kirkmuirhill area (site of old Leisure Dome) | New Build | June 2020 |
| Newton area (site of old St Charles Primary School) | New Build | July 2020 |
| | | |

SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2018/2019
HOUSING PROGRAMME
FOR PERIOD 1 APRIL 2018 TO 12 OCTOBER 2018

APPENDIX 5

| | <u>2017/2018</u> <u>Annual</u> <u>Budget</u> <u>£m</u> | <u>2018/2019</u> <u>Estimate to</u> <u>12/10/18</u> <u>£m</u> | <u>2018/2019</u> <u>Actual to</u> <u>12/10/18</u> <u>£m</u> |
|---|---|--|--|
| Expenditure | | | |
| 2018/19 Budget incl carry forward from 2017/18 | 53.664 | 24.975 | 24.401 |
| | | | |
| | <u>2018/19</u> <u>Annual</u> <u>Budget</u> <u>£m</u> | | <u>2018/19</u> <u>Actual to</u> <u>12/10/18</u> <u>£m</u> |
| Income | | | |
| Capital Receipts – House Sales | 0.000 | | 0.088 |
| Capital Receipts – Land Sales | 2.000 | | 2.308 |
| Capital Funded from Current Revenue | 23.730 | | 21.510 |
| Prudential Borrowing | 21.602 | | 0.000 |
| Specific Grant | | | |
| - Scottish Government – New Council Houses | 4.963 | | 0.000 |
| - Scottish Government – Buy Backs | 0.900 | | 0.000 |
| - Scottish Government – Mortgage to Rent | 0.120 | | 0.037 |
| - Scottish Natural Heritage | 0.349 | | 0.000 |
| Other Income | 0.000 | | 0.458 |
| TOTAL FUNDING | 53.664 | | 24.401 |

Report

4

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Revenue Budget Monitoring for Period 8: 1 April 2018 to 12 October 2018 |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise on the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2018 to 12 October 2018, and a projection for the year

2. Recommendation(s)

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

- (1) that the underspend of £7.876 million on the General Fund Revenue Account at 12 October 2018 as detailed in Appendix 1 of the report and the forecast to 31 March 2019, be noted;
- (2) that the outturn underspend of £10.222 million, of which £4.000 million has been utilised in the 2019/2020 Revenue Budget Strategy, be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 12 October 2018 and the forecast to 31 March 2019 of breakeven (Appendix 3), be noted.

3. Background

3.1. This is an overview report summarising the General Services Monitoring Position regarding actual expenditure and income to 12 October 2018, compared with the budget for the same period (section 4). This is provided on a Resource basis in Appendix 1 to the report and a subjective basis in Appendix 2.

2017/18 General Services Monitoring Position

4. Financial Position as at 17 August 2018

4.1. As at 12 October 2018, Appendix 1 of the report details an underspend of £7.876 million (28.4%) against the phased budget.

4.2. The net underspend of £7.876 million is made up of a number of items namely £0.500 million budget for Superannuation on Overtime which is not required, an underspend on Loan Charges (£5.900 million, detailed in 4.4), an underspend of £0.620 million in Education Resources (Early Years' Service, detailed in 4.7), an underspend in Homelessness (£0.122 million, detailed in 4.8), and an overspend in Social Work Resources (£0.599 million, detailed in 4.10).

- 4.3. In addition, there is an over recovery of Council Tax Income due to additional property numbers and the collection of Council Tax arrears (£1.220 million, detailed in 4.14) and an underspend on the Council Tax Reduction Scheme (£0.113 million, detailed in 4.14).
- 4.4. **Loan Charges:** As previously reported, the Council's Loan Charges Strategy assumed that we would borrow at the start of the financial year. However, as a result of using cash balances to manage the Council's cash flow, no borrowing has been required to this point in the year. This delay in the requirement to borrow meant that the Council was anticipating a temporary saving in loan charges in 2018/2019 of £4.500 million, as reported to this Committee in September 2018.
- 4.5. As at mid-October, current interest rates are lower than budgeted. Taking the Council's full borrowing requirement now will generate a further underspend of £1.400 million in 2018/2019. The final outturn position will depend on the actual interest rates at which we borrow and the timing of when borrowing is taken. Any update will be provided to this Committee as required.
- 4.6. **Education Resources:** As reported previously, as **Pupil Equity Fund (PEF)** funding operates in academic (Aug-June) years and not financial years, then it is likely that there will be an underspend at 31 March which will require to be carried forward and used in April to June 2019. The initial estimate of the underspend remains at £2.300 million for this financial year, based on equal spend over the school year, however this will depend on the timing of spend throughout the year.
- 4.7. In relation to Early Years posts, recruitment has been progressing since August 2018. To date at period 8 this underspend is £0.7 million. We will continue to update the position as we report to the end of the financial year. As specific funding has been provided for delivery of 1140 hours of Early Years then it is anticipated that an element of this underspend will be required to be transferred to reserves to meet the costs of Early Years in the future.
- 4.8. **Housing and Technical Resources:** As reported previously, the Resource identified that some of the funding allocated from the Scottish Government for Temporary Accommodation may not be required in the current year as a result of implementation timescales. The Resource has now confirmed that £0.188 million of the funding will not be required in the current year and it is intended that the underspend will be transferred to reserves to meet costs associated with Homelessness in future years. The position to date (as at period 8) is an underspend of £0.122 million.
- 4.9. **Social Work Resources:** Again, as reported previously, the underspends noted above are offset in part by an overspend of £0.599 million within Social Work Resources.
- 4.10. The Resource has identified pressures within Children and Families Services due to the number of residential school/external placements and fostering placements in the first 6 months of the current year. The estimate of the potential full year pressure remains at approximately £1.000 million. The position to date (as at period 8) is an overspend of £0.599 million. The Resource is currently looking at these pressures in conjunction with the other services of the Resource to identify ways to minimise and manage these costs.

- 4.11. In addition, Adults and Older People Services are experiencing an increasing level of Direct Payments where service users choose to receive funding to pay for their own care. This will continue to be monitored over the coming months.
- 4.12. **Corporate Items:** As part of the 2018/2019 Revenue Budget Strategy, an allocation was included in the budget to account for the estimated impact of the 2018/2019 Rates Poundage increase on Council properties. The exercise to calculate the actual impact of the increase is now complete and budget totalling £0.516 million has been transferred to Resources.
- 4.13. **Council Tax and Council Tax Reduction Scheme:** As reported previously, an exercise was to be carried out to establish any potential over recoveries of income from Council Tax or underspends in the Council Tax Reduction Scheme payments. This exercise is now complete and the forecast outturn has been updated to reflect the new information. This is detailed below.
- 4.14. Following the completion of the Council Tax Base Return information in September, further properties were identified which will generate additional income of £0.527 million and beyond. In addition, a further £1.609 million of additional income has been identified mainly arising from the collection of Council Tax arrears. Finally, the Council Tax Reduction Scheme budget is anticipated to be underspent by £0.198 million, reflecting the anticipated demand for these payments in the current year.
- 4.15. Based on this, a net over recovery of £2.334 million is anticipated at the end of the financial year. The net over recovery to period 8 is £1.333 million.
- 4.16. **Transfers to Reserves:** In the 15 August 2018 report, budgets totalling £4.898 million were moved to the Transfer to Reserves line in respect of the second year of budget for the Investments and Priorities monies allocated to Teachers plus Classroom Support and Employability.
- 4.17. As noted in the Revenue Budget Strategy for 2019/2020 (Executive Committee, June 2018), an underspend is anticipated in the spend on Holiday Lunch Clubs (£0.150 million) and School Breakfast Clubs (£0.100 million). To reflect this, an additional £0.250 million has been moved to the Transfers to Reserves line, in respect of the monies previously allocated to Education Resources.
- 4.18. Appendix 1 shows the position after this additional budget has been moved from Education Resources. The commitment has also been shown to reflect the transfer that will take place at the end of the financial year. The Transfer to Reserves budget is now £5.148 million.
- 4.19. **Probable Outturn – Forecast to 31 March 2019:** At this stage in the financial year, the forecast to 31 March 2019 is showing an underspend of £10.222 million after the agreed Transfer to Reserves of £5.148 million reported in relation to Holiday Lunch Clubs and School Breakfast Clubs, Teachers plus Classroom Support and Employability for Early Years and Social Care (section 4.18). This is an increase of £3.922 million on the underspend reported last period.

- 4.20. The forecast underspend of £10.222 million reflects underspends in Superannuation on Overtime (£0.500 million, section 4.2), Loan Charges (£5.900 million, section 4.4), Pupil Equity Fund (£2.300 million, section 4.6), and Homelessness (£0.188 million, section 4.8) offset by the overspend on residential school/external placements and fostering placements (£1.000 million, section 4.10). In addition, there is an over recovery of Council Tax income (£2.136 million, section 4.14) and an underspend in the Council Tax Reduction Scheme payments (£0.198 million, section 4.14). This figure will be updated as more information becomes available during the year.
- 4.21. Of the forecast underspend of £10.222 million, the Pupil Equity Fund element of £2.300 million and the Temporary Homelessness element of £0.188 million are ring-fenced. In addition, the updated 2019/2020 Budget Strategy proposes that £4.000 million of this is used to reduce the savings requirement over the next 2 years. The remaining £3.734 million is uncommitted at this stage in the year. Any uncommitted underspends remaining at the end of the year could be considered for use in future Revenue Budget Strategies or if required to balance the budget following notification the 2019/2020 grant settlement.
- 4.22. **Trading Operations:** Included within the breakeven position for the General Fund Revenue Account in 4.1 above are the Trading Operations. As at 12 October 2018, the actual surplus achieved by the Trading Operations total £4.961 million, representing a breakeven position against the phased budget. At this point in the year, there are reductions in elements of work that were planned within the Property Services Trading Operation. This reflects some works on Primary Schools and Early Learning, and timing of works in the Housing Programme. This is likely to result in a lower surplus than planned for the year, which will in turn impact on the General Fund Revenue Account. Work is ongoing to quantify this position, which will be reported to a future Committee.
- 4.23. **Other Funding**
Since the last report Housing and Technical Resources have been notified of additional funding of £0.043 million for 2018/2019 from the Scottish Government for a Local Heat and Energy Efficiency Strategy. This funding has been included in the Housing Revenue Account budget in Appendix 3.
- 5. Housing Revenue Account Position**
- 5.1. As at 12 October 2018, Appendix 3 of the report shows a breakeven position against the phased budget on the Housing Revenue Account. The forecast to 31 March 2019 on the Housing Revenue Account is a breakeven position.
- 6. Employee Implications**
- 6.1. None.
- 7. Financial Implications**
- 7.1. As detailed within this report.
- 8. Other Implications**
- 8.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.

- 8.2. There are no implications for sustainability in terms of the information contained in this report.
- 9. Equality Impact Assessment and Consultation Arrangements**
- 9.1. 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.
- 9.2. 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)

22 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 26 September 2018

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 12 October 2018

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Period Ended 12 October 2018 (No.8)

| <u>Committee</u> | Annual Budget | Forecast | Annual Forecast Variance | Budget Proportion to 12/10/18 | Actual to Period 8 12/10/18 | Variance to 12/10/18 | |
|---|----------------|----------------|--------------------------|-------------------------------|-----------------------------|----------------------|--------------|
| | £m | £m | £m | £m | £m | £m | |
| Departments: | | | | | | | |
| Community and Enterprise Resources | 115.379 | 115.379 | 0.000 | 56.142 | 56.142 | 0.000 | - |
| Facilities Streets and Waste (Inc. Support) | 62.924 | 62.924 | 0.000 | 30.029 | 30.069 | (0.040) | over |
| Environmental Services (Inc. Projects) | 3.963 | 3.963 | 0.000 | 1.829 | 1.789 | 0.040 | under |
| Leisure and Culture Services | 18.905 | 18.905 | 0.000 | 9.043 | 9.043 | 0.000 | - |
| Planning and Economic Development | 2.940 | 2.940 | 0.000 | 3.626 | 3.626 | 0.000 | - |
| Roads | 26.647 | 26.647 | 0.000 | 11.615 | 11.615 | 0.000 | - |
| Education Resources | 308.129 | 305.829 | 2.300 | 161.534 | 160.914 | 0.620 | under |
| Finance and Corporate Resources | 33.342 | 33.342 | 0.000 | 26.827 | 26.827 | 0.000 | - |
| Finance Services | 15.384 | 15.384 | 0.000 | 14.198 | 14.036 | 0.162 | under |
| Audit and Compliance Services | 0.347 | 0.347 | 0.000 | 0.311 | 0.311 | 0.000 | - |
| Information Technology Services | 4.259 | 4.259 | 0.000 | 4.550 | 4.580 | (0.030) | over |
| Communications and Strategy Services | 0.957 | 0.957 | 0.000 | 0.729 | 0.885 | (0.156) | over |
| Administration and Licensing Services | 4.392 | 4.392 | 0.000 | 3.010 | 3.020 | (0.010) | over |
| Personnel Services | 8.003 | 8.003 | 0.000 | 4.029 | 3.995 | 0.034 | under |
| Housing and Technical Resources | 18.306 | 18.118 | 0.188 | 12.873 | 12.751 | 0.122 | under |
| Housing Services | 7.251 | 7.063 | 0.188 | 3.488 | 3.366 | 0.122 | under |
| Property Services | 11.055 | 11.055 | 0.000 | 9.385 | 9.385 | 0.000 | - |
| Social Work Resources | 151.406 | 152.406 | (1.000) | 86.546 | 87.145 | (0.599) | over |
| Performance and Support Services | 7.855 | 7.855 | 0.000 | 3.829 | 3.620 | 0.209 | under |
| Children and Families | 29.683 | 30.683 | (1.000) | 16.169 | 17.014 | (0.845) | over |
| Adults and Older People | 112.773 | 112.773 | 0.000 | 66.523 | 66.579 | (0.056) | over |
| Justice and Substance Misuse | 1.095 | 1.095 | 0.000 | 0.025 | (0.068) | 0.093 | under |
| Joint Boards | 2.363 | 2.363 | 0.000 | 1.608 | 1.608 | 0.000 | - |
| | 628.925 | 627.437 | 1.488 | 345.530 | 345.387 | 0.143 | under |

| <u>Committee</u> | Annual Budget | Forecast | Annual Forecast Variance | Budget Proportion to 12/10/18 | Actual to Period 8 12/10/18 | Variance to 12/10/18 | |
|------------------------------------|----------------|-----------------|--------------------------|-------------------------------|-----------------------------|----------------------|-----------------|
| | £m | £m | £m | £m | £m | £m | |
| Service Departments Total | 628.925 | 627.437 | 1.488 | 345.530 | 345.387 | 0.143 | under |
| Trading Accounts Surplus | (11.934) | (11.934) | 0.000 | (4.961) | (4.961) | 0.000 | - |
| CFCR | 0.522 | 0.522 | 0.000 | 0.522 | 0.522 | 0.000 | - |
| Loan Charges | 57.780 | 51.880 | 5.900 | 57.780 | 51.880 | 5.900 | under |
| Corporate Items | 4.374 | 3.874 | 0.500 | 0.571 | 0.071 | 0.500 | under |
| Transfer to Reserves | 5.148 | 5.148 | 0.000 | 5.148 | 5.148 | 0.000 | - |
| Total Expenditure | 684.815 | 676.927 | 7.888 | 404.590 | 398.047 | 6.543 | under |
| Council Tax | 146.058 | 148.194 | 2.136 | 83.462 | 84.682 | 1.220 | over rec |
| Less: Council Tax Reduction Scheme | (19.670) | (19.472) | 0.198 | (11.240) | (11.127) | 0.113 | under |
| Net Council Tax | 126.388 | 128.722 | 2.334 | 72.222 | 73.555 | 1.333 | over rec |
| General Revenue Grant | 251.289 | 251.289 | 0.000 | 133.930 | 133.930 | 0.000 | - |
| Non Domestic Rates | 295.500 | 295.500 | 0.000 | 159.115 | 159.115 | 0.000 | - |
| Transfer from Reserves | 11.638 | 11.638 | 0.000 | 11.638 | 11.638 | 0.000 | - |
| Total Income | 684.815 | 687.149 | 2.334 | 376.905 | 378.238 | 1.333 | over rec |
| Net Expenditure / (Surplus) | 0.000 | (10.222) | 10.222 | 27.685 | 19.809 | 7.876 | under |

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Period Ended 12 October 2018 (No.8)

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion to 12/10/18 | Actual to Period 8 12/10/18 | Variance to 12/10/18 | |
|---|----------------------|--------------------------|---------------------------------|--------------------------------------|------------------------------------|-----------------------------|-----------------|
| Service Departments: | £m | £m | £m | £m | £m | £m | |
| Expenditure | | | | | | | |
| Employee Cost | 418.105 | 418.105 | 0.000 | 209.027 | 208.143 | 0.884 | under |
| Property Costs | 50.159 | 50.159 | 0.000 | 34.317 | 34.363 | (0.046) | over |
| Supplies and Services | 32.977 | 30.677 | 2.300 | 13.696 | 13.765 | (0.069) | over |
| Transport Costs | 21.714 | 21.714 | 0.000 | 11.269 | 11.456 | (0.187) | over |
| Administration Costs | 11.484 | 11.484 | 0.000 | 5.194 | 5.255 | (0.061) | over |
| Payments to Other Bodies | 52.596 | 53.096 | (0.500) | 27.772 | 28.200 | (0.428) | over |
| Payments to Contractors | 184.578 | 185.078 | (0.500) | 91.812 | 92.222 | (0.410) | over |
| Transfer Payments | 2.957 | 2.957 | 0.000 | 2.349 | 2.481 | (0.132) | over |
| Housing Benefits | 80.897 | 80.897 | 0.000 | 43.510 | 43.445 | 0.065 | under |
| Financing Charges (controllable) | 2.021 | 2.021 | 0.000 | 0.781 | 0.751 | 0.030 | under |
| Total | 857.488 | 856.188 | 1.300 | 439.727 | 440.081 | (0.354) | over |
| Service Departments Total | 857.488 | 856.188 | 1.300 | 439.727 | 440.081 | (0.354) | over |
| Trading Accounts Surplus | (11.934) | (11.934) | 0.000 | (4.961) | (4.961) | 0.000 | - |
| CFCR | 0.522 | 0.522 | 0.000 | 0.522 | 0.522 | 0.000 | - |
| Loan Charges | 57.780 | 51.880 | 5.900 | 57.780 | 51.880 | 5.900 | under |
| Corporate Items | 4.374 | 3.874 | 0.500 | 0.571 | 0.071 | 0.500 | under |
| Transfer to Reserves | 5.148 | 5.148 | 0.000 | 5.148 | 5.148 | 0.000 | - |
| Total Expenditure | 913.378 | 905.678 | 7.700 | 498.787 | 492.741 | 6.046 | under |
| Income | | | | | | | |
| Housing Benefit Subsidy | 75.435 | 75.435 | 0.000 | 36.798 | 36.775 | (0.023) | under rec |
| Other Income | 153.128 | 153.316 | 0.188 | 57.399 | 57.919 | 0.520 | over rec |
| Council Tax (Net of Council Tax Reduction Scheme) | 126.388 | 128.722 | 2.334 | 72.222 | 73.555 | 1.333 | over rec |
| General Revenue Grant | 251.289 | 251.289 | 0.000 | 133.930 | 133.930 | 0.000 | - |
| Non Domestic Rates | 295.500 | 295.500 | 0.000 | 159.115 | 159.115 | 0.000 | - |
| Transfer from Reserves | 11.638 | 11.638 | 0.000 | 11.638 | 11.638 | 0.000 | - |
| Total Income | 913.378 | 915.900 | 2.522 | 471.102 | 472.932 | 1.830 | over rec |
| Net Expenditure / (Income) | 0.000 | (10.222) | 10.222 | 27.685 | 19.809 | 7.876 | under |

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 12 October 2018 (No.8)
Housing Revenue Account

| | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion to 12/10/18 | Actual to Period 8 12/10/18 | Variance to 12/10/18 | | % | Note |
|----------------------------------|------------------|----------------------|--------------------------------|-------------------------------------|-----------------------------------|----------------------------|--------------------|--------|------|
| | £m | £m | £m | £m | £m | £m | | | |
| Employee Costs | 12.718 | 12.718 | 0.000 | 6.554 | 6.405 | 0.149 | under | 2.3% | 1 |
| Property Costs | 42.173 | 42.173 | 0.000 | 20.688 | 20.824 | (0.136) | over | (0.7%) | 2 |
| Supplies & Services | 0.610 | 0.610 | 0.000 | 0.381 | 0.330 | 0.051 | under | 13.4% | |
| Transport & Plant | 0.194 | 0.194 | 0.000 | 0.086 | 0.074 | 0.012 | under | 14.0% | |
| Administration Costs | 5.713 | 5.713 | 0.000 | 0.340 | 0.355 | (0.015) | over | (4.4%) | |
| Payments to Other Bodies | 3.555 | 3.555 | 0.000 | 0.034 | 0.034 | 0.000 | - | 0.0% | |
| Payments to Contractors | 0.100 | 0.100 | 0.000 | 0.051 | 0.051 | 0.000 | - | 0.0% | |
| Transfer Payments | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | - | n/a | |
| Financing Charges | 23.730 | 23.730 | 0.000 | 0.000 | 0.001 | (0.001) | over | 0.0% | |
| Total Controllable Expenditure | 88.793 | 88.793 | 0.000 | 28.134 | 28.074 | 0.060 | under | 0.2% | |
| Total Controllable Income | (98.991) | (98.991) | 0.000 | (47.050) | (46.990) | (0.060) | under recovered | (0.1%) | 3 |
| Transfer to/(from) Balance Sheet | (4.603) | (4.603) | 0.000 | (2.479) | (2.479) | 0.000 | - | 0.0% | |
| Net Controllable Expenditure | (14.801) | (14.801) | 0.000 | (21.395) | (21.395) | 0.000 | - | 0.0% | |
| Add: Non Controllable Budgets | | | | | | | | | |
| Financing Charges | 14.801 | 14.801 | 0.000 | 0.000 | 0.000 | 0.000 | - | 0.0% | |
| Total Budget | 0.000 | 0.000 | 0.000 | (21.395) | (21.395) | 0.000 | - | 0.0% | |

Variance Explanations

1. Employee Costs

This underspend reflects the current turnover levels and vacancies across the service.

2. Property Costs

This overspend reflects expenditure on repairs which are demand led and will be offset by an underspend in the bad debt provision.

3. Income

This under recovery relates to rental income and reflects the timing of the completion of new build properties.

Report

5

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| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Trading Services Financial Performance for Period 1 April 2018 to 12 October 2018 |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the estimated surplus for each of the Council's Trading Operations,
- ◆ provide information on the actual surplus as at 12 October 2018, and
- ◆ provide an update on the projected results for the financial year 2018/2019.

2. Recommendation(s)

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

- (1) that the surplus achieved to 12 October 2018 of £4.961 million, as detailed in Appendix A of the report, be noted.

3. Background

Trading Operations Position

- 3.1. As part of the budget for 2018/2019, an estimated target for Trading Operations' surpluses was set at £11.466 million. In the period to 17 August 2018, this was revised to £11.941 million.
- 3.2. Since then, in the period to 12 October 2018, a budget allocation has taken place from the Corporate Items budget line to the Trading Operations in respect of the allocation of the 2018/2019 Rates Poundage.
- 3.3. The effect of the above adjustments is to decrease the Budgeted Trading Surplus by £0.007 million, resulting in a revised budget of £11.934 million.
- 3.4. Details of the financial performance of each of the individual Trading Operations is provided in Appendix A to this report.
- 3.5. This budgeted surplus sum will continue to be taken as a minimum target for achievement by the Trading Operations. Effort will be maintained to maximise results during the remainder of this financial year.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. As at 12 October 2018, the actual surpluses achieved by the Trading Operations total £4.961 million. At this point in the year, there are reductions in elements of work that were planned within the Property Services Trading Operation. This reflects some works on Primary Schools and Early Learning, and timing of works in the Housing Programme. This is likely to result in a lower surplus than planned for the year, which will in turn impact on the General Fund Revenue Account. Work is ongoing to quantify this position, which will be reported to a future Committee.

6. Other Implications

- 6.1. The main risk associated with the Trading Operations' Budgets is that there is a reduction in the surplus achieved. The risk has been assessed as low given the detailed budget management applied across the Trading Operations. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. 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)

22 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 26 September 2018

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 12 October 2018

Contact for Further Information

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

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

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 12 October 2018 (No.8)
Trading Operations

| | 2018/2019 Revenue Budget Surplus | 2018/2019 Forecast Revenue Budget Surplus | Phased Budget (Surplus) at 12/10/18 | Actual (Surplus) / Deficit at 12/10/18 | Variance at 12/10/18 | |
|------------------------|---|--|--|---|---------------------------------|----------|
| Trading Service | £m | £m | £m | £m | £m | |
| Fleet | (2.891) | (2.891) | (1.557) | (1.557) | 0.000 | - |
| Roads | (4.639) | (4.639) | (2.482) | (2.482) | 0.000 | - |
| Property Services | (4.404) | (4.404) | (0.922) | (0.922) | 0.000 | - |
| | | | | | | |
| Total | (11.934) | (11.934) | (4.961) | (4.961) | 0.000 | - |

Report

6

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|---|
| Subject: | Additional Funding from the Scottish Government and Other External Sources |
|----------|---|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee 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 (26 September 2018)

2. Recommendation(s)

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

- (1) that the additional revenue funding of £0.053million, and additional capital funding of £0.089million, as detailed at Appendix 1 of the report, 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 for 2018/2019, and beyond, 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 £0.100m.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. Additional revenue funding of £0.043m has been identified for 2018/2019, and a further £0.010m for 2019/20.
- 5.2. Additional capital funding of £0.089m has been identified for 2018/2019.
- 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. Other Implications

- 6.1. There are no implications for sustainability in terms of the information contained in this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. 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)

23 October 2018

Link(s) to Council Objectives/Ambitions/Values

- ◆ Accountable, Effective and Efficient

Previous References

- ◆ Executive Committee, 26 September 2018

List of Background Papers

- ◆ Additional Funding Reports:
29 August 2018 to 17 October 2018

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)

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

Additional Revenue Funding

| Resource | Description | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m | Method |
|-----------------------------|---|---------------|---------------|---------------|--------------|---------------------------|
| Housing and Technical (HRA) | Local Heat and Energy Efficiency Strategy (LHEES) | 0.043 | 0.010 | 0.000 | 0.053 | Scottish Government Grant |
| | TOTAL REVENUE FUNDING | 0.043 | 0.010 | 0.000 | 0.053 | |

Additional Capital Funding

| Resource | Description | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m | Method |
|--------------------------|-------------------------------------|---------------|---------------|---------------|--------------|---------------------------------|
| Community and Enterprise | Clydesdale Transportation Appraisal | 0.025 | 0.000 | 0.000 | 0.025 | Transport Scotland Grant |
| Community and Enterprise | Langlands Moss Local Nature Reserve | 0.064 | 0.000 | 0.000 | 0.064 | Scottish Natural Heritage Grant |
| | TOTAL CAPITAL FUNDING | 0.089 | 0.000 | 0.000 | 0.089 | |

Report

7

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Council Plan Connect 2017-22: Quarter 2 Progress Report 2018/2019 |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- report on the progress of the Council Plan Connect at Quarter 2, for the period 1 April 2018 to 30 September 2018

2. Recommendations

2.1. The Executive Committee is asked to approve the following recommendations:-

- (1) that the progress of Connect as at the end of Quarter 2, 2018-19 be noted; and
- (2) that this report be presented to the Performance and Review Scrutiny Forum for noting on 5 February 2019.

3. Background

3.1. The Council Plan Connect covering the period 2017-22 was approved by the Executive Committee on 8 November 2017 and by the full council on 8 December 2017. The plan sets out the council's vision, values, ambitions and objectives for the five year period.

3.2. As part of the performance reporting arrangements introduced in 2007, it was agreed that progress reports on the Council Plan would be provided at the mid-year point (Quarter 2) and at the end of the financial year (Quarter 4). This report provides a summary of progress on Connect as at the end of Quarter 2, September 2018, inclusive of Local Government Benchmarking Framework and other external indicators, as appropriate, and key internal performance measures.

4. Quarter 2 Progress 2018-19

4.1. The Council Plan offers flexibility, both at the Resource level and from one year to the next, in the choice of actions and measures required to deliver the council's objectives. Alongside this flexibility, however, comes the requirement to ensure that the golden thread from Council Plan to Resource Plan remains unbroken and that the reporting framework for Resource Plans also delivers full and appropriate reports for the Council Plan.

4.2. The reporting framework for the Council Plan identifies key measures within Resource Plans which are taken and combined in a Connect report to provide a balanced picture of council performance against Connect objectives.

- 4.3. The Council Plan is not prescriptive about the actions and measures to be used for reporting; rather, it is for each Resource to detail, through their Resource Plan, what actions they will take forward in support of the council's objectives and also, what measures they propose to use as indicators of progress.
- 4.4. A total of 729 measures have been identified within Resource Plans for 2018-19. Of those, 218 (30%) have been nominated as key measures for reporting progress against Connect.
- 4.5. Progress to date against all 2018-19 measures is contained in the Connect Quarter 2 Performance Report 2018-19, attached as Appendix 1. This report has been produced from the council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

| Status | Definition |
|---------------------|--|
| Green | The timescale or target has been met as per expectations |
| Amber | There has been minor slippage against timescale or minor shortfall against target |
| Red | There has been major slippage against timescale or major shortfall against target |
| Report later | For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available |
| Contextual | A small number of measures are included for 'information only', to set performance information in context |

- 4.6. To ensure adequate scrutiny of performance across all Resources, the council's Performance and Review Scrutiny Forum may consider those measures reporting a 'red' and/or 'amber' status.

The overall summary of progress to date is as follows:

| Status | Measures | |
|-------------------------|------------|-------------|
| | Number | % |
| Green | 169 | 78% |
| Amber | 11 | 5% |
| Red | 0 | 0% |
| Report later/Contextual | 38 | 17% |
| Totals | 218 | 100% |

- 4.7. Progress for the period ending Quarter 2, 2018-19 on each of the 11 Connect objectives and the related achievements have been summarised in the following tables

4.7.1.

| Connect Objective: Improve later life | | | | | |
|--|---|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 6 | 0 | 0 | 4 | 10 |
| Achievements | <p>The South Lanarkshire Health and Social Care Partnership (SLHSCP) produced its second Annual Performance Report for 2017-18. This was presented to the IJB on the 26 June 2018 and made available on the SLHSCP website within the agreed timescales.</p> <p>All applications for home adaptations were approved.</p> <p>Locality consultation events with stakeholders were held in September 2018, with more planned in December, to identify priorities to progress the new Strategic Commissioning Plan 2019-22.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.2.

| Connect Objective: Protect vulnerable children, young people and adults | | | | | |
|--|--|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 18 | 0 | 0 | 0 | 18 |
| Achievements | <p>To date, of the 132 local authority welfare guardianship visits due, 128 (97%) were completed on time, exceeding the target of 95%.</p> <p>The 2018 Annual Report for the Corporate Parenting Strategy and Action Plan 2017-18 is now complete and provides details of the progress which was made on the six core commitments.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.3.

| Connect Objective: Deliver better health and social care outcomes for all | | | | | |
|--|--|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 7 | 2 | 0 | 0 | 9 |
| Achievements | <p>The Mental Health (Scotland) Act 2015 and associated regulations have been incorporated into the processes and procedures for Mental Health Officers in terms of timeframes, report writing and storing of information.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.4.

| Connect Objective: Improve the availability, quality and access of housing | | | | | |
|---|--|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 9 | 0 | 0 | 0 | 9 |
| Achievements | <p>South Lanarkshire Council is on programme to achieve the target to increase the number of new affordable homes.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.5.

| Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel | | | | | |
|--|--|-------|-----|--------------|-------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 14 | 0 | 0 | 1 | 15 |
| Achievements | Implementation of the Roads Investment Programme continues, with 99 carriageway schemes and 13 footway schemes undertaken to date, resulting in 2.6% of the road network being resurfaced. | | | | |
| | Continued our programme of street lighting improvements, with 151 lighting columns and 1,802 LEDs installed. Over the three year programme to October 2018, 7,253 lighting columns and 59,000 LEDs will have been installed. | | | | |
| | Completed the draft Park and Ride Strategy consultation, with 321 responses received. Final draft strategy being presented to the Community and Enterprise Resources Committee in October 2018 for approval. | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.6.

| Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | | | |
|--|---|-------|-----|--------------|-------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 48 | 2 | 0 | 4 | 54 |
| Achievements | Introduced red tagging of paper/cardboard bins to address contamination in recycling bins and improve recycling rates. | | | | |
| | Council wide vehicle emissions reduced by 17.5% in the first six months of 2018-19, compared to the same period in 2014-15. | | | | |
| | 88% of anti-social behaviour cases reported have been resolved within target timescales. | | | | |
| | The total of 926 aids and adaptations equipment was recycled in this period, saving £106,350. | | | | |
| | A Children's Services Plan Annual Report was completed, with content agreed by the Children's Services Strategy Group, Getting It Right for South Lanarkshire's Children Partnership Board and the Community Planning Partnership Board. A copy of the completed annual report was sent to the Scottish Government. | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.7.

| Connect Objective: Support the local economy by providing the right conditions for inclusive growth | | | | | |
|--|--|-------|-----|--------------|-------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 9 | 2 | 0 | 4 | 15 |
| Achievements | With full support of the council, the new University of West of Scotland (UWS) campus opened on schedule, in September 2018. | | | | |
| | Quarter 2 Sustainable Housing Plans completed in rural areas, with actions identified under review, to be progressed in Quarter 3. | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.8.

| Connect Objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration | | | | | |
|---|--|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 5 | 1 | 0 | 1 | 7 |
| Achievements | 640 residents of all ages took part in participatory budgeting events to determine how modest local Participatory Budgeting budgets of between £40,000 and £60,000 will be used. Working groups have/are being established to progress local projects, including improvements to play and recreational facilities and community clean ups. | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.9.

| Connect Objective: Improve achievement, raise educational attainment and support lifelong learning | | | | | |
|---|---|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 14 | 1 | 0 | 14 | 29 |
| Achievements | <p>The Standards and Quality Report 2017-18 was published in September 2018, providing high-level information about the successes and achievements of Education Resources and assurance about the educational experiences offered to learners, and to reflect on how we are continuing to deliver on national and local outcomes.</p> <p>Over 300 young people received an award at the annual achievement award ceremony on 11 June 2018. Evaluations from young people identified that the positive impact of the awards for them was in terms of their sense of pride, achievement and being valued.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.10.

| Connect Objective: Ensure schools and other places of learning are inspirational | | | | | |
|---|--|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 8 | 0 | 0 | 0 | 8 |
| Achievements | <p>125 primary schools/nurseries completed to date, with Housing and Technical services on site with a further 4 projects.</p> <p>296 families have participated in targeted family learning transition programmes at Early Years to P1 and P7-S1, and reported receiving high levels of support through these programmes.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

4.7.11.

| Connect Objective: Encourage participation in physical and cultural activities | | | | | |
|---|---|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 5 | 2 | 0 | 0 | 7 |
| Achievements | <p>The project to develop a joint school and community facility to replace St Patrick's Primary School, Ballgreen Hall and Library was completed, with doors opened to the public in May 2018. The community space is fully equipped for a wide range of functions and meetings and the library has a relaxed seating area where you can enjoy a good book over a coffee, a dedicated children's area, and wifi throughout. A new packed programme of activities for adults and children is also being introduced including 3D printing workshops, family film shows and craft groups to name but a few.</p> <p>110 learners have reported adopting a healthier lifestyle as a result of engagement in adult learning programmes and 76 participants of family learning programmes have reported adopting healthier lifestyles and being more able to support their child's physical and mental health and wellbeing.</p> | | | | |
| Red measures | There are no red measures for this objective. | | | | |

- 4.8. In addition to working towards the 11 Connect objectives, the council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and achieving Best Value. Progress on this and the related achievements have been summarised in the following table:

| Delivering the Plan and achieving Best Value | | | | | |
|---|--|--------------|------------|---------------------|--------------|
| Number of measures | Green | Amber | Red | Report later | Total |
| | 26 | 1 | 0 | 10 | 37 |
| Achievements | <p>The council held a Digital Transformation Forum event in August 2018 to inform and guide the council on its digital journey and taking digital transformation forward.</p> <p>The Annual Performance Spotlights (APSs) which replace the Annual Performance Report have been well received by CMT, Executive Committee and PRSF and are due to be available on the council's website, following user testing in October 2018.</p> <p>All Resource Plans for 2018-19 were produced on a consistent basis, in line with the corporate Guidance. They have been approved by Resource Committees and will soon be available on the council's website</p> <p>Gross rent arrears is currently 6.18% below the target at 6.81%</p> | | | | |
| Red measures | There are no red measures under this heading. | | | | |

4.9. Report later

Measures included in the quarterly progress reports can be assigned the 'report later' status. As at Quarter 4 2017-18, there were 7 'report later' measures. In order to catch up on the reporting of these measures and ensure a consistent application of status for all Resource Plan actions and measures, an update is now included at Appendix 2. Of the seven measures identified as 'report later' as at Quarter 4 2017-18, three of these are Local Government Benchmarking Framework indicators, for which results for 2017-18 will not be published until January 2019. The revised status and explanatory narrative relating to the other 'report later' measures is detailed in Appendix 2.

5. Employee Implications

- 5.1. The objectives noted within the Council Plan will inform the Resource Plans and in turn the Performance Appraisal process for individual employees.

6. Financial Implications

- 6.1. Provision for meeting the Council Plan's objectives is reflected in both the Revenue and Capital budgets, and longer term, within the framework of the council's approved Financial Strategy.

7. Other Implications

- 7.1. The Community Plan 2017-27 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. Equality Impact Assessments will be undertaken in line with the various actions within Connect as appropriate.
- 8.2. Many of the ambitions, objectives and actions detailed within the plan reflect ongoing work programmes implemented to address local and national priorities. Extensive consultation, therefore, has already taken place in relation to a significant proportion of the objectives and actions outlined in the plan.

Paul Manning

Executive Director (Finance and Corporate Resources)

25 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ The Council Plan 2017-22 reflects the overarching vision of South Lanarkshire Council and details its values, ambitions and objectives, including links to the Community Planning Partnership.

Previous References

- ◆ Executive Committee 8 November 2018: Connect Quarter 2 Progress Report 2017-18

List of Background Papers

- ◆ Council Plan Connect 2017-22

Contact for Further Information

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

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Performance: www.southlanarkshire.gov.uk/performance

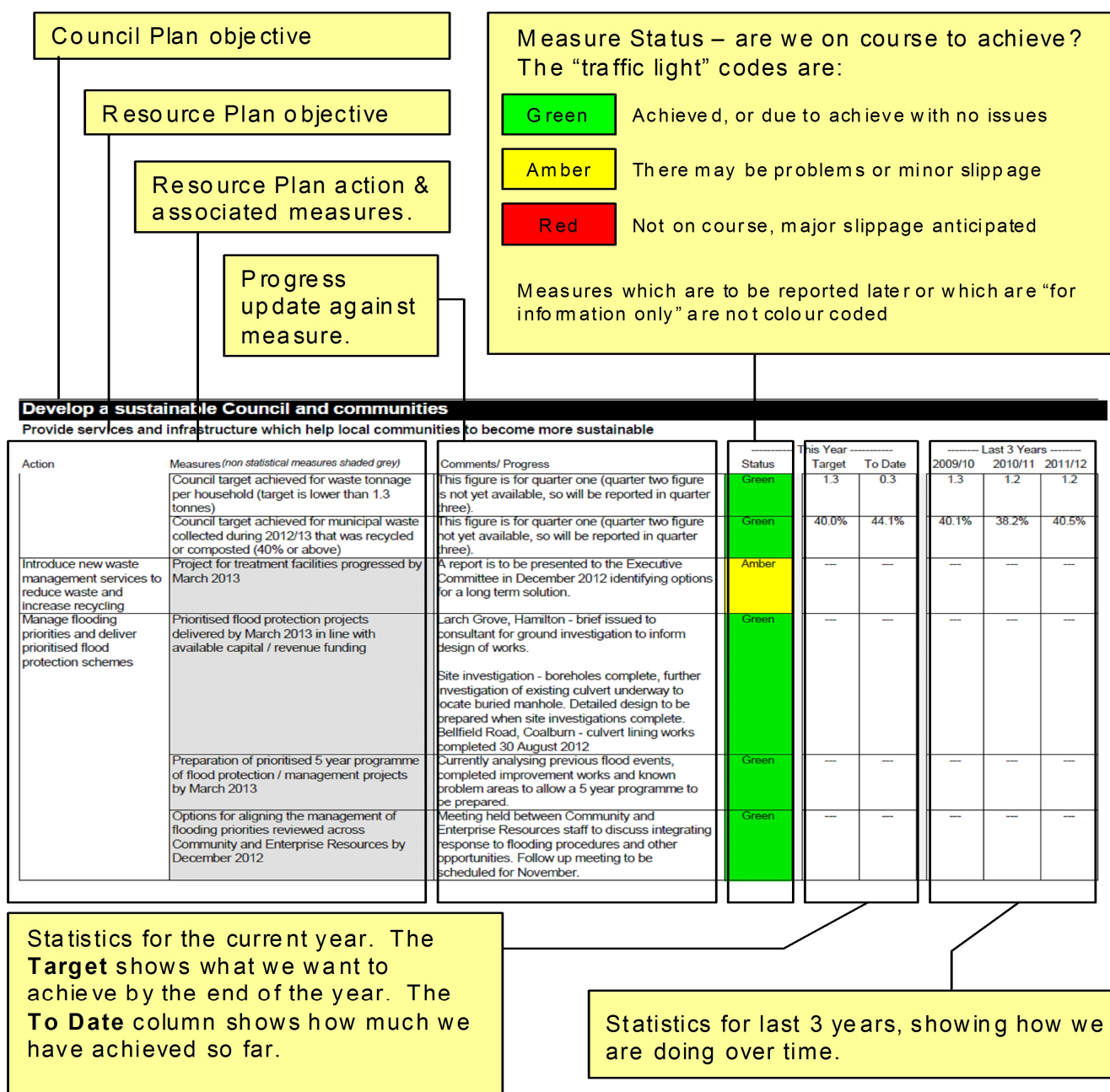
South Lanarkshire Council

improve

Connect
Performance Report 2018-19
Quarter 2 : April 2018 - September 2018

How to use this performance report

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



Develop a sustainable Council and communities
Provide services and infrastructure which help local communities to become more sustainable

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | This Year | | Last 3 Years | | |
|--|--|--|--------|-----------|---------|--------------|---------|---------|
| | | | | Target | To Date | 2009/10 | 2010/11 | 2011/12 |
| | Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes) | This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three). | Green | 1.3 | 0.3 | 1.3 | 1.2 | 1.2 |
| | Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above) | This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three). | Green | 40.0% | 44.1% | 40.1% | 38.2% | 40.5% |
| Introduce new waste management services to reduce waste and increase recycling | Project for treatment facilities progressed by March 2013 | A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution. | Amber | --- | --- | --- | --- | --- |
| Manage flooding priorities and deliver prioritised flood protection schemes | Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding | Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works. Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012 | Green | --- | --- | --- | --- | --- |
| | Preparation of prioritised 5 year programme of flood protection / management projects by March 2013 | Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared. | Green | --- | --- | --- | --- | --- |
| | Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012 | Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November. | Green | --- | --- | --- | --- | --- |

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

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

Summary - number of measures green, amber and red under each Council Plan objective/theme

| Council Objective / Theme | Green | Amber | Red | To be reported later / Contextual | Total |
|--|------------|-----------|----------|-----------------------------------|------------|
| Improve later life | 6 | | | 4 | 10 |
| Protect vulnerable children, young people and adults | 18 | | | | 18 |
| Deliver better health and social care outcomes for all | 7 | 2 | | | 9 |
| Improve the availability, quality and access of housing | 9 | | | | 9 |
| Improve the road network, influence improvements in public transport and encourage active travel | 14 | | | 1 | 15 |
| Work with communities and partners to promote high quality, thriving and sustainable communities | 48 | 2 | | 4 | 54 |
| Support the local economy by providing the right conditions for inclusive growth | 9 | 2 | | 4 | 15 |
| Support our communities by tackling disadvantage and deprivation and supporting aspiration | 5 | 1 | | 1 | 7 |
| Improve achievement, raise educational attainment and support lifelong learning | 14 | 1 | | 14 | 29 |
| Ensure schools and other places of learning are inspirational | 8 | | | | 8 |
| Encourage participation in physical and cultural activities | 5 | 2 | | | 7 |
| Delivering the plan and achieving best value | 26 | 1 | | 10 | 37 |
| Total | 169 | 11 | 0 | 38 | 218 |

Improve later life

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Increase supply of housing suitable for older people | Existing amenity properties and mainstream properties upgraded and converted to amenity per agreed programme (RP) | Information not available until Quarter 3. | Report Later | --- | --- | --- | --- | --- |
| Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services | Number of adaptations completed in Council homes | This measure is demand led. | Contextual | ----- | 469 | 1,058 | 1,126 | 976 |
| | Number of adaptations completed in RSL homes | Measure to be reported at year end. | Report Later | ----- | ----- | ----- | ----- | ----- |
| | No. on waiting list for Council adaptation | Target achieved, no outstanding applicants. | Green | 0 | 0 | 0 | 0 | 0 |
| | % of approved applications for adaptations completed in year (SSHC) | Drop in performance due to access issues with service users – this is being progressed with Social Work. | Contextual | ----- | 92.00% | 99.19% | 99.14% | 100.00% |
| Ensure that Sheltered housing services are compliant with Care Inspectorate Inspection standards | Develop and implement improvement plan to take forward any actions from Care Inspectorate annual assessment (RP) | All actions being progressed as part of the sheltered housing implementation planning process. | Green | --- | --- | --- | --- | --- |
| In partnership with NHS Lanarkshire, support the development and implementation of integration arrangements for adult health and social care services | Six monthly partnership performance reports are prepared and submitted to the Performance and Audit Sub Committee/Integrated Joint Board | The South Lanarkshire Health and Social Care Partnership continue to submit Performance reports to the IJB and the Performance and Audit Sub Committee (PASC). The Partnership produced its second Annual Performance Report for 2017/18, this was presented to the IJB on the 26 June and made available on the Health and Social Care Partnership website within the agreed timescales. | Green | --- | --- | --- | --- | --- |
| | Support the development and implementation of the locality planning model | Work is now underway on the new Strategic Commissioning Plan for 2019/2022, locality consultation Events were held in September within all four localities to identify the priorities moving forward. A further round of Events will be held in December to feedback the outcome of the earlier sessions and also to inform the wider stakeholders of the way forward with the new Plan including the priorities identified. The Locality Management Groups continue to meet on a quarterly basis with core groups meeting fortnightly to develop resources to provide the necessary interface with the new Strategic Commissioning Plan. | Green | --- | --- | --- | --- | --- |

Improve later life

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| As a result of multi-agency inspections, continue to improve outcome for people to live in their own homes and communities for as long as possible | Continue to deliver robust action plans which may arise as a result of inspection activity across the Resource | Work is progressing well with the forthcoming thematic review of Self-directed Support and it is anticipated that the case file list will be made available to the Health and Social Care Partnership on 1 October 2018. The Inspectors will be on-site week beginning 22 October for the case file reading week and further activity in the week beginning the 29 October 2018 where scrutiny sessions will be held. There will be six H&SC Partnerships (East Lothian, East Ayrshire, Shetland, Moray, West Dumbarton, South Lanarkshire) inspected and an overview report of the findings based around the key themes will be published. A short evaluative report will be given to each of the Partnerships highlighting key strengths and, if appropriate, recommendations for improvement. Once this is complete the Partnership will be asked to prepare an action plan detailing how recommendations for improvement will be taken forward if required. | Green | --- | --- | --- | --- | --- |
| Maximise the use of our older people's day centres | Develop the Intermediate Care Model within Older People's Day Care Services | Independent evaluation report received 26 September 2018. Findings from the evaluation report will be presented to SMT for discussion and approval sought to implement recommendations arising from evaluation. | Green | --- | --- | --- | --- | --- |

Protect vulnerable children, young people and adults

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Implement the duties of the Designated Managers / Named Persons with regard to Part 9 of the Children and Young People (Scotland) Act 2014 | Take forward the Corporate Parenting Strategy and Action Plan 2016-2018 by ensuring that schools and establishments understand and fulfil the core commitments for Education | The Corporate Parenting Strategy and Action Plan 2016-2018 Annual Report is now published. We are now contributing to the writing of new Corporate Parenting Strategy. | Green | --- | --- | --- | --- | --- |

Protect vulnerable children, young people and adults

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Lead review on children who are Looked After and Accommodated | Establish 'Task and Finish' group to review current procedures and practices, regarding assessment and planning moves of school for South Lanarkshire's children who are Looked After and Accommodated and report on recommendations for improvement | Two meetings have taken place, to review existing protocols and identify options. A third meeting is now planned, to start to agree recommendations. | Green | --- | --- | --- | --- | --- |
| Ensure current national and local priorities for vulnerable children, young people and families are addressed | Ensure establishments put into place good practice identified within Quality Indicator 2.1 of How Good is Our School 4: "Safeguarding and Child Protection" | Through the annual Child Protection update disseminated in August 2018 and via the Curriculum and Quality Improvement Service, all establishments were issued with exemplar evidence in respect of QI 2.1 "Safeguarding and Child Protection" to be undertaken as part of an establishment audit. | Green | --- | --- | --- | --- | --- |
| Contribute to effective joint working in protecting children and adults at risk of harm | Annual review and report on operation of Adult and Child protection procedures to RMT (RP) | Annual update to RMT October 2018. | Green | --- | --- | --- | --- | --- |
| Ensure effective housing service contribution to Partnership approach to GIRFEC | Continue to deliver appropriate services for homeless children (RP) | Participating in assessment of needs of homeless children, health colleagues are leading to continue to develop services. Meantime on-going monitoring of temporary accommodation to ensure most appropriate placements, provision of housing support to homeless families. Currently reviewing process of sharing information with health and education to ensure children experiencing homelessness are appropriately supported. | Green | --- | --- | --- | --- | --- |
| Improve the effectiveness of response to child protection | Monitor the number of investigations undertaken (level of child protection activity) | There were 160 Child Protection referrals concerning 159 (one child had two referrals) children undertaken across the service during Quarter 2. Emotional abuse was the most recorded reason 38.75% (62), followed by neglect 25% (40) and physical abuse 18.75% (30). There were 12 pre birth risk assessments (7.5%), 10 sexual abuse referrals (6.25%) 4 child care concern referrals (2.5%), 1 referral for failure to thrive and 1 initial referral discussion. | Green | ----- | 350 | 731 | 712 | 754 |

Protect vulnerable children, young people and adults

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities | Report on a quarterly basis to the SL Community Justice Partnership Boards their work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities | Structured Deferred Sentencing Service is being supported by the Courts. A new project with combination funding including that of the Big Lottery is being piloted in the Rutherglen area as a diversion from prosecution. The Caledonia Project is working with the perpetrators of gender based violence, and it is a recent addition to the range of new services and supports being developed by our justice service. | Green | --- | --- | --- | --- | --- |
| Continue to embed the Children's Services Plan within partners existing planning processes | Report regularly on the Children's Services Plan to the GIRSLC Strategy Group | The Children Service Plan Annual Report for 2018/2019 has been published and disseminated amongst partner agencies at the Senior Managers Event, Head Teachers Seminar and the GIRSLC (Getting it right for South Lanarkshire's Children) (Strategy Group. | Green | --- | --- | --- | --- | --- |
| Monitor vulnerable adults referrals/activity | Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65 | To date there have been 390 adult support and protection inquiries in relation to adults under the age of 65 leading to 111 investigations and 4 protection plans being progressed. Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee. This was last reported on 1st August 2018. | Green | --- | --- | --- | --- | --- |
| | Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+ | To date there have been 635 adult support and protection inquiries in relation to adults over 65 years of age leading to 252 investigations and 5 protection plans being progressed. Adult Support and Protection Management information is regularly reported to the Adult Support and Protection Committee. This was last reported on 1st August 2018 | Green | --- | --- | --- | --- | --- |
| Monitor Adults with Incapacity (AWI) activity | Percentage of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders | To date there was a total of 132 local authority welfare guardianship visits due with 97% (128) being completed on time. | Green | 95% | 97% | 88% | 91% | 94% |

Protect vulnerable children, young people and adults

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Percentage of statutory supervising officer visits completed within timescale for private welfare guardianship orders | To date there was a total of 1151 Private Welfare Guardianship visits due with 1073 completed on time (93%). Additionally it was noted that there are occasions where the client has more than one guardian, e.g. the parents. The visit may have taken place with only one of the guardians being present at the time. | Green | 95% | 93% | 83% | 87% | 91% |
| Implement the Corporate Parenting Strategy and Action Plan | Monitor the progress made on each of the six core commitments identified in the Action Plan | The 2018 Annual Report for the Corporate Parenting Strategy and Action Plan 2017-18 is now complete and provides details of the progress which was made on the six core commitments. The 2018 – 2020 Corporate Parenting Strategy and Action plan, which has four core commitments, has been drafted and is currently with graphics for publishing. | Green | --- | --- | --- | --- | --- |
| Work in partnership to resource carers appropriately in their caring role | Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers | A report was presented to SMT on the progress of the Carers Act. The Young Carers Statement has been further refined and will be tested by the Young Carers Service. A meeting is planned to look at the resource required to support the roll out of Young Carers Statements. | Green | --- | --- | --- | --- | --- |
| To develop Single Integrated Tailored Assessment (SITA) that encompasses risk/need and wellbeing across fieldwork services | Report to Children and Justice Management Team six monthly regarding the Single Integrated Tailored Assessment | The development of the Single Integrated Tailored Assessment is on the IT Business Plan. This work, along with a number of Resource priorities, is being progressed by the centralised IT business team. | Green | --- | --- | --- | --- | --- |

Protect vulnerable children, young people and adults

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Review the service and changing support needs of individuals within the Care and Support service | Monitor and report on the changes to service delivery | The Care and Support Services support people with learning disabilities living in the community. The Resource has two registered care services covering the North and South of the Council area. One service user has passed away, with others choosing alternative providers. There remains 31 service users supported by both registered services. Work continues to review how this service is managed in the future. This includes reviews of rotas, to plan rotas that will reduce the need for overtime, while maintaining consistency for service users. | Green | --- | --- | --- | --- | --- |
| Provide governance and leadership to ensure professional standards and key performance indicators are met in accordance with local and national policies and procedures | Evidence developments in service delivery through Social Work Resources' contribution to compiling The State Hospital's annual report | The State Hospital team recently explored their contribution to the Child Poverty Action Plan linking in with the work of the Council. The State Hospital Annual Report requires to relate to local and national policy developments such as the Child Poverty Action Plan. | Green | --- | --- | --- | --- | --- |
| Evidence the use of the Realigning Children's Services data to improve services | Report six monthly to the Children and Justice Services Management Team on developments | Two new themed work streams have developed following the involvement with the Realigning Children's Services Programme. (1)Looked after children at home (2) Children and Mental Health. This work is being directed by the Continuous Improvement Group (CIG) of the Children's Service Partnership. Reports on progress will be presented at the next meeting of this group. Partner agencies disseminated information from CIG back through their respective management teams. | Green | --- | --- | --- | --- | --- |

Deliver better health and social care outcomes for all

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|--------------------|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |

Deliver better health and social care outcomes for all

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to provide nutritious school meals to South Lanarkshire Council pupils | Achieve target level of paid primary school meals (60%) | The service will continue to evaluate menu options, and with a change in menu due from 29 October 2018, it is expected that meal uptake will rise. However the 60% target may still not be met. The decline in uptake of paid school meals was anticipated due to the impact of auto enrolment on free school meal uptake - leading to increased free meal uptake, but a corresponding decrease in the number of paid meals. | Amber | 60.00% | 54.13% | 68.59% | 68.79% | 58.56% |
| | Achieve target level of paid secondary school meals (52%) | The service will continue to evaluate menu options, and with a change in menu due from 29 October 2018, it is expected that meal uptake will rise. However the 52% target may still not be met. The decline in uptake of paid school meals was anticipated due to the impact of auto enrolment on free school meal uptake - leading to increased free meal uptake, but a corresponding decrease in the number of paid meals. | Amber | 52.00% | 44.16% | 56.54% | 52.25% | 46.57% |
| Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan | Implement actions rising within the Housing Contribution Statement (HCS) to help achieve priority outcomes for health and social care | Priority outcomes monitored and reported to Local Housing Strategy Monitoring Group and annual review schedule to be submitted to Executive Committee November 2018. Working closely with Health & Social Care Partners to update the HCS to align with new SCP 2019/22. | Green | --- | --- | --- | --- | --- |

Deliver better health and social care outcomes for all

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Support the implementation of the IJB Directions which focus on the shifting the balance of care | Provide progress reports to the IJB in relation to the Directions | The IJB issued 18 Directions for 2018/19 and these are being progressed to implementation by the Council and the NHS Board. Within these 18 Directions, the majority have a focus on shifting the balance of care. Examples of where progress is being made in this respect are the re-investment of resources from the reduction in beds within Udston Hospital (30 beds within the Douglas Ward) and the development of new Care Facilities which will provide transitional beds as an additional option to support people to return home, following a period of illness or hospital admission | Green | --- | --- | --- | --- | --- |
| Report on the progress taking forward the Mental Health Act 2015 | Provide quarterly updates in relation to the implementation of the new legislative duties | The Mental Health (Scotland) Act 2015 and associated regulations have been incorporated into the process and procedures for Mental Health Officers in terms of timeframes, report writing and storing of information. | Green | --- | --- | --- | --- | --- |
| Implement the requirements of the Self-directed Support Act | Report on the number of people who are self directing their support | As part of the Social Care Return to Scottish Government, the Resource will require to develop a bespoke IMPROVE report that accurately captures, the numbers and options of Self Directed Support operating across the localities. The latest figures available show that there were 4579 SDS service users: Direct Payment 392 ISF 52 SLC Managed 4135 This data is subject to review as reports are developed | Green | ----- | ----- | ----- | 1,540 | ----- |

Deliver better health and social care outcomes for all

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Work in partnership to support carers to continue in their caring role | Quarterly progress on the impact of the implementation of the Carers Strategy for South Lanarkshire | Work continues to develop all the component parts for the Carers Strategy. A range of duties from the Carers Act will impact directly on how unpaid carers are supported. Eligibility Criteria, Adult Carer Support Plans, Young Carers Statements, Information and Advice duties are being tested across localities. Recruitment is underway for an unpaid carer planning and development officer, and Lanarkshire Carers Centre has also recruited additional staff in relation to the Carer Act duties. | Green | --- | --- | --- | --- | --- |

Deliver better health and social care outcomes for all

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded | <p>In Quarter 2 2018/2019, outcomes for carers, supported by dedicated Welfare Rights officers were :</p> <p>Number of new cases: 265 Weekly benefits : £18,930 Backdated benefits: £191,305 Annual benefits: £1,175,665</p> <p>In Quarter 2 2018/2019, the outcomes for people supported by the local Money Matters teams were:</p> <p>Number of new cases : 1,598 Weekly benefits: £97,074 Backdated benefits: £981,051 Annual benefits: £6,028,899 New debt dealt with: £2,252,201</p> <p>*Number of people provided with advice where issue was resolved at the initial contact: 1,124 *this is additional to the number of new cases</p> <p>Total Outcomes for Carers April to September 2018 Number of new cases: 528 Weekly benefits : £38,933 Backdated benefits: £417,454 Annual benefits: £2,441,970</p> <p>Total Outcomes for People April to September 2018 Number of new cases : £3,182 Weekly benefits: £199,655 Backdated benefits: £2,140,787 Annual benefits: £12,522,847 New debt dealt with: £4,906,683</p> <p>*Number of people provided with advice where issue was resolved at the initial contact: *this is additional to the number of new cases 2295</p> | Green | ----- | 528 | 271 | 1,010 | 962 |
| Work in partnership to take forward the Carers (Scotland) Act within South Lanarkshire | Develop an action plan through The Carers' Act Programme Board to take forward the duties contained within the Act | The action plan continues to be refined. How it aligns with the Self Directed Support programme continues to evolve. | Green | --- | --- | --- | --- | --- |

Deliver better health and social care outcomes for all

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|--------------------|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |

Improve the availability, quality and access of housing

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Monitor Local Development Plan policies for supply of housing, industry and business land and green space | Local Development Plan policies monitored during 2018-19 to ensure: at least a five year supply of housing land is maintained; an adequate supply of land is available for work and business activity; and an adequate supply of land is available for green space in the main urban communities of South Lanarkshire | Monitoring of the Local Development Plan policies has been completed for the period 2013-2018. Monitoring shows that an adequate supply of land for housing and work and business activity is available, and an appropriate provision of green space is available in the main urban communities. | Green | --- | --- | --- | --- | --- |
| Increase the number of new affordable homes | Total new/additional affordable homes delivered per SHIP/SLP (RP) | On programme to achieve annual completion target. | Green | --- | --- | --- | --- | --- |
| | Work with key partners to ensure the delivery of targeted number of suitable new affordable housing. | Strategic Housing Investment Plan (2019/24) approved at Committee 22 August 2018. | Green | --- | --- | --- | --- | --- |
| Improve access to settled accommodation for homeless households | % of lets to urgent housing (UH) need applications | Target achieved. | Green | 47.5% | 50.0% | 47.0% | 47.7% | 48.6% |
| Ensure all homeless applicants receive a fast, efficient, responsive service that meets their needs | % of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation (RP) | Target achieved. | Green | 98.5% | 99.5% | 99.6% | 99.4% | 99.1% |
| Improve tenancy sustainment | % of all new tenancies sustained for more than a year by source of let (SSHC) | Target achieved. | Green | 90.00% | 90.40% | 89.10% | 89.40% | 90.20% |
| Continue with the Council's Housing Options Service (Home Options) | Continue to deliver and further develop housing options with a focus on homeless prevention | Integrated Home Options model live across service from April 2018. Slight increase in housing options caseload and corresponding decrease in homeless presentations year to date. Housing options cases closed as homelessness prevented 75.57% year to date compared to 54.5% at corresponding period 2017/18 and 62.78% at year end. | Green | --- | --- | --- | --- | --- |

Improve the availability, quality and access of housing

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Implement changes to housing management services arising from 2014 Housing (Scotland) Act | Prepare and implement action plans to ensure the effective introduction of the Act, including engagement and consultation with stakeholders | <p>The social housing provisions of the 2014 (Housing) Scotland Act will commence from 1st May 2019 (allocation and some tenancy provisions) and the remainder commence 1st November 2019.</p> <p>The allocation policy review will include a 3 month consultation plan and extends the consultation to include waiting list applicants as required by the 2014 Act.</p> <p>The tenancy changes which commence 1st November 2019 require individual tenants to be notified in writing of these changes by 1st November 2018. Project plan prepared to progress required work. Tenant notification letters will be issued to tenants/joint tenants during October 2018. Guidance for staff being delivered 3rd October 2018.</p> | Green | --- | --- | --- | --- | --- |
| Continue to deliver an effective housing repairs and maintenance service | % of response repairs completed on target (Target 90%) | Target achieved | Green | 90.0% | 97.4% | 98.5% | 97.9% | 98.3% |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to undertake road and footway improvements | 3.5% of the road network resurfaced by March 2019 | During quarter two (July - September 2018), good progress has been made, which has allowed the Service to resurface a further 1.48% of the road network, resulting in 2.6% of the network resurfaced over the six month period. As a result, we are on track to achieve our annual target. | Green | 3.5% | 2.6% | 6.2% | 4.8% | 4.7% |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | 150 carriageway schemes completed during 2018-19 | During quarter two (July-September 2018), steady progress has been made, which has allowed the Service to complete a further 57 carriageway resurfacing schemes, resulting in 99 carriageway resurfacing schemes completed over the six month period. As a result, we are on track to achieve our annual target. | Green | 150 | 99 | 243 | 215 | 178 |
| | 25 footway schemes completed during 2018-19 | During quarter two (July-September 2018), steady progress has been made, which has allowed the Service to complete a further 10 footway resurfacing schemes, resulting in 13 footway schemes completed during the six month period. As a result, we are on track to achieve our annual target. | Green | 25 | 13 | 46 | 56 | 12 |
| | Maintain or reduce the percentage of our road network that requires maintenance treatment (e.g. red category) | This figure will not be available until later in the year, in quarters 3 or 4. | Report Later | 31.8% | ----- | 33.5% | 33.1% | 31.8% |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to undertake safety checks on bridges and implement a prioritised maintenance programme | Bridge improvement and maintenance projects progressed / delivered in line with agreed capital programme by March 2019 | <p>Mousemill Rd. retaining wall strengthening – contract for design phase of project work awarded to Systra Ltd in quarter two. Design work progressing and due for completion in quarter three.</p> <p>Craigend Bridge by Coulter – ground investigation work complete and liaison with affected utility companies continuing. Detail of Scottish Water estimated cost for requisite diversion of water main awaited.</p> <p>Footway protection scheme for Network Rail bridge at Hunterfield Drive, Cambuslang – tenders submitted by Structures Maintenance Framework contractors in quarter one. Award of contract delayed by legal issues relating to Basic Asset Protection Agreement required for work on Network Rail structures. SLC and Network Rail legal advisors to commence dialogue with view to resolution of issues in quarter three.</p> <p>Containment upgrade at SLC structures – upgrade operations commenced at Wilson Place Bridge, East Kilbride and Gills Bridge by Carluke in quarter two. Work at Burnhead Bridge by Carluke to commence in quarter three. Tenders for containment upgrade at Halls Toll Bridge and Lochar Bridge issued in quarter two and due for return early in quarter three.</p> | Green | --- | --- | --- | --- | --- |
| Continue programme of street lighting improvements | Lighting columns improved / renewed by the end of March 2019 in line with agreed programme | As of 18th September 2018, 87 lighting columns remained to be installed, out of 238 for 2018-19. The total number of columns to be installed within the three year programme, which will be completed by end October 2018, is 7,253. | Green | --- | --- | --- | --- | --- |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Continued roll out of LED lighting technology in line with agreed investment programme | As of 18th September 2018, 610 LEDs remained to be installed out of a total target of 2,412 for the year. The total number of LEDs to be installed within the three year programme, which will be completed by end October 2018, is approximately 59,000. | Green | --- | --- | --- | --- | --- |
| Deliver a winter maintenance service | Winter policy procedures and documents, including gritting routes, implemented and reviewed as necessary | Winter policy and procedures will be in place for commencement of winter season in October 2018. | Green | --- | --- | --- | --- | --- |
| Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal | Prioritised road infrastructure progressed / delivered by March 2019 in line with available external and internal capital funding | <p>The design for the Newton Community Growth Area (CGA), Westburn Road Roundabout project has been completed. Tenders have been issued and returned. Full Business Case has been prepared for approval in November 2018. Works should start in March 2019.</p> <p>Design work for the Hamilton CGA junctions at Annsfield Rd / Strathaven Road and Sherry Drive / Woodfoot Road has been completed and contract documentation developed. This will be delivered summer 2019.</p> <p>Other junctions in the Hamilton CGA at; Woodfoot Road / Laighstonehall Road, Gateside Street / Johnstone Road have completed designs and contract documentation. No time frame for the delivery has been given. Junctions at Sydes Brae, Wellhall Road / Woodfoot Road / Hillhouse Road, Strathaven Road / Mill Street are under design development at present.</p> | Green | --- | --- | --- | --- | --- |
| | Subject to completion of the relevant governance processes, progress / deliver Greenhills Road major transport infrastructure project in line with agreed programme / profiling | Greenhills Road / Strathaven Road – Outline/Full Business Cases have been approved by the Chief Executives Group and will be considered by Cabinet in early October 2018. Award of contract expected on 24th October 2018. Main works are expected to start on site March 2019. | Green | --- | --- | --- | --- | --- |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Subject to completion of the relevant governance processes, progress Stewartfield Way major transport infrastructure project in line with agreed programme / profiling | Stewartfield Way - the East Kilbride traffic modelling exercise has been largely completed. A revised programme has been developed which will see the main infrastructure works commence in summer 2023, continuing through to the end of spring 2025. Discussion has recommenced with affected landowners and we are reviewing the current design and considering the way forward for the Outline Business Case. | Green | --- | --- | --- | --- | --- |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Encourage greater use of public transport by working with partners to improve public transport infrastructure | Prioritised improvements to bus and rail infrastructure (e.g. park and ride) progressed / delivered by March 2019 in line with agreed Park and Ride Strategy and available external funding | <p>Land was purchased at Carstairs Junction Park and Ride to allow a future expansion. Discussions with ScotRail Abellio and Strathclyde Partnership for Transport have been undertaken and a preferred option agreed. A detailed design will be concluded in autumn 2018, with a planning application submitted thereafter.</p> <p>Part 1 of the Cambuslang Park and Ride Study was concluded last year which identified the scale of parking required and a list of possible solutions. It is intended to take forward Part 2 of this Study in autumn 2018 which will establish a final project and its associated costs, with a view to submission of a future funding bid.</p> <p>In autumn 2018, proposals for a possible deck at Hamilton West station will be taken forward. This will involve the production of an outline design.</p> <p>Six advertising bus shelters will be replaced along the Main Street, Rutherglen corridor. These works are ongoing and scheduled to be complete in October 2018.</p> <p>The Draft Park and Ride Strategy consultation exercise was completed in June 2018. 321 responses were received and these have been assessed and considered. A final draft strategy will be presented to the Community and Enterprise Resources Committee in October 2018 for approval.</p> | Green | --- | --- | --- | --- | --- |

Improve the road network, influence improvements in public transport and encourage active travel

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Encourage active travel and recreational access to the outdoors by extending network of cycle routes, upgrading, maintaining and promoting path networks, and extending Clyde Gateway | Walking and cycling projects / schemes progressed / delivered in line with agreed 2018-19 capital programme | Funding has been granted from Sustrans to undertake an Active Travel Study in East Kilbride. This study will include consultation on the proposed identified cycle network of the town as well as identifying measures and initiatives to promote sustainable travel. A consultant will be appointed in the autumn. Meanwhile, expansion of the cycle network in East Kilbride continues. The design of the section between Whitemoss Roundabout and the town centre will be completed in October 2018, with a view to construction works commencing on completion of the Active Travel Study in early 2019. Cycle monitoring equipment as well as cycle shelters at various locations will be installed. Locations will be identified in the coming months with the installation of equipment and shelters following later in the year. | Green | --- | --- | --- | --- | --- |
| | Continue to deliver repairs programme to footbridges across the core path network by March 2019 in line with available external and internal capital funding | The Council's Outdoor Access Officers are currently developing a list of repairs to 'medium risk' (amber) footbridges which will be undertaken this year. Repairs to high risk (red) bridges have either been completed or the structures closed. | Green | --- | --- | --- | --- | --- |
| | Continued investigation into partnership and external funding opportunities for extension of Clyde Walkway to link with neighbouring long distance routes | Discussions held with Community Councils and other stakeholders. Committee report has been prepared, to inform councillors of scope and proposed approach - will be tabled at the Community and Enterprise Resources Committee meeting in January 2019. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|--------------------|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives | Proposed Local Development Plan published by August 2018 | Proposed Local Development Plan 2 approved by Planning Committee in May 2018. Plan was then published for public consultation in July 2018 (consultation period ended in September 2018). Now dealing with representations received. | Green | --- | --- | --- | --- | --- |
| Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration | Promote town centre development opportunities, provide support to Business Improvement Districts (BIDS), and work with the business community and partners to maximise opportunities for growth, investment and regeneration | Continued support is given to Business Improvement Districts (BID) and other business led groups, including Lanark Development Trust and proposed Lanark BID which will go to ballot in February 2019. Hamilton town centre audit and consultation work completed and will be reported to Community and Enterprise Resources committee. Work progressing in relation to audits in Cambuslang, Blantyre and Lanark. Supporting number of private sector led investments, where appropriate, including Wetherspoons and other investments in Hamilton, Lanark and East Kilbride. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver Community Growth Areas City Deal project | Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal | <p>Hamilton Community Growth Area (CGA) now begun on site.</p> <p>Larkhall CGA Phase 1 now has consent and Persimmon have begun on site.</p> <p>Good progress is being made at Newton and Ferniegair, with limited progress at Carluke.</p> <p>Conclusion of legal agreement for East Kilbride CGA expected by the end of 2018.</p> <p>Since 2015, around 900 houses have been built across these Community Growth Area sites (10% of the projected 9,000 units anticipated by around 2030). These figures represent the position as at March 2018.</p> <p>The Planning Service has been instrumental in this process in terms of master planning and project implementation.</p> | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver prioritised road safety infrastructure improvements and promote road safety | Road safety projects / schemes progressed / delivered in line with agreed 2018-19 capital programme | <p>In order to reduce accidents on the road network a number of projects are currently underway or proposed. These are listed below:</p> <p>a) B7071 Bothwell Road at the southern industrial access road – install traffic signals. A detailed design has been completed and signal equipment was purchased. Discussions with the Racecourse are ongoing and it is anticipated that construction will commence in October 2018.</p> <p>b) A71 between Drumclog and Cornsilloch – reduction of speed limit to 50mph. Promotion of Traffic Regulation Orders and works are complete.</p> <p>c) Newhousemill Road between Hamilton and East Kilbride – designs are complete with signing and road markings proposed. These works are programmed for December 2018.</p> <p>d) A73 at Station Road and Sherrifflats Road junctions – vehicle activated signs to warn drivers of emerging traffic from the side roads have been erected.</p> <p>e) Burnbank Road / Pollock Avenue, Hamilton – pedestrian refuge island. The designs are complete and works are programmed for December 2018.</p> <p>Other projects include engineering measures at schools and speed limit initiatives, as well as small signing and road marking schemes.</p> | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver prioritised road safety infrastructure improvements and promote road safety | Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties | Interim casualty figures for the first 6 months of 2018 indicate that there were 229 casualties. Of these there were 4 fatal casualties, 28 serious casualties and 197 slight casualties. There were 0 child fatal casualties, 5 children seriously injured and 39 children slightly injured. This compares with the corresponding period of 2017 of 4 fatalities, 41 serious casualties and 218 slight casualties. For children in the first 6 months of 2017 there were no child fatality, 6 children seriously injured and 36 children slightly injured. | Green | ----- | 32 | 75 | 98 | 93 |
| Provide an effective and efficient Consumer Advice and Trading Standards Service | Support maintained for vulnerable groups and neighbourhood watch areas by responding to 100% of door step crime reports on the same or next working day | SLC Officer seconded to Police Scotland as part of Joint Working Initiative, responded to sixteen cases of doorstep crime within this quarter. 100% of cases reported were responded to within the time period specified. | Green | 100% | 100% | 100% | 100% | 100% |
| Provide an effective and efficient street cleaning service | Local Environmental Audit and Management System (LEAMS) street cleanliness score (95% acceptable) | First report complete and scored. This inspection was completed by external auditor Keep Scotland Beautiful. Further audits should bring the figure back in line with target. | Amber | 95% | 92% | 98% | 96% | 96% |
| Provide an effective and efficient grounds maintenance service | Land Audit Management System (LAMS) score of 70 achieved | The June 2018 score was 70 and the August 2018 score was 73, with the cumulative 2018-19 score sitting at 71.5. | Green | 70.0 | 71.5 | 72.0 | 74.0 | 72.8 |
| Provide an effective and efficient bereavement service | Increase burial ground capacity in and around existing South Lanarkshire cemeteries in line with available capital funding | Bereavement Services continue to investigate land availability in the areas where burial capacity is below the five year annual usage. This includes both Council owned and private land, with a number of ongoing discussions continuing to take place with private land owners. Areas under investigation at present include Douglas, Carstairs, Rutherglen and Strathaven. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Ensure effective contribution to meeting the council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development and Climate Change Strategy 2017-2022 | Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate (council wide) | <p>The new Sustainable Development and Climate Change Strategy's Action Plan identifies relevant policies, plans and strategies that are being developed and revised, Council-wide, in 2018-19 that should include sustainable development and climate change principles. These include the Outdoor Access Strategy, Air Quality Strategy, Contaminated Land Strategy and Sustainable Procurement Policy.</p> <p>The Sustainable Development Officer will work with relevant services to ensure that sustainable development principles and climate change duties have been considered within these policies, plans and strategies, and progress will be reported to the Corporate Management Team and Executive Committee in early 2019 as part of the sustainable development update reporting schedule.</p> | Green | --- | --- | --- | --- | --- |
| Ensure council's compliance with public sector climate change duties | Council's performance in complying with public sector climate change duties evaluated and annual statutory Climate Change Duties Report published by 30th November 2018 | The Climate Change Duties report 2018 has been prepared and submitted to the Corporate Management Team for approval, prior to seeking approval from the Executive Committee on 21st November 2018. Following approval, the report will be submitted to the Scottish Government by the 30 November 2018 deadline. | Green | --- | --- | --- | --- | --- |
| | Participate in 'Climate Ready Clyde' partnership during 2018-19 | The main focus for the Climate Ready Clyde partnership for 2018-19 so far has been the development of the Risk and Opportunity Assessment which will be launched in October 2018. The Risk and Opportunity Assessment will be the foundation for the development of the City Region's Regional Climate Adaptation Strategy and action plan, due in early 2020. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Introduce new waste management initiatives to reduce waste and increase recycling | Develop Waste Services policies to promote waste minimisation, reuse and recycling within local communities | Service standard has been approved by the Council to formally address contamination in recycling bins: interim yellow tagging has taken place for contamination in paper / cardboard bins; red tagging has now commenced (paper / cardboard bins with items in them which shouldn't be there have a red tag put on them and are not emptied until next collection day, by which time the contamination needs to have been removed). | Green | --- | --- | --- | --- | --- |
| | The percentage of total household waste that is recycled in line with the Government's 50% target | Year to date quarter two figure to be confirmed in quarter three. | Report Later | 50.0% | ----- | 49.0% | 53.0% | 44.3% |
| | A reduction in the amount of municipal waste that is sent to landfill in 2018-19 compared with 2017-18 | Year to date quarter two figure to be confirmed in quarter three. | Report Later | 40,000 | ----- | ----- | ----- | ----- |

Work with communities and partners to promote high quality, thriving and sustainable communities

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|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Manage flooding priorities and deliver prioritised flood protection schemes | Prioritised flood protection projects / studies progressed / delivered by March 2019 in line with available capital / revenue funding | <p>Station Gate, Netherburn - Flood relief channel through adjacent forest and two flood embankments. Outstanding works carried out in May-June 2018 and project now complete.</p> <p>Coulter - Flood protection works, including flood walls and other features, have been considered at this location to provide protection to vulnerable properties and infrastructure. Detailed hydraulic modelling and a cost/benefit analysis of various flood protection options have also been carried out, as well as liaison with local landowners. However, the progression of a traditional flood protection scheme at this location does not appear to be feasible. At this time, we are reviewing the potential for implementing a scheme of Property Level Flood Protection measures to individual properties at this location, as well as considering alternative priorities across the Service.</p> <p>Jerviswood Drive, Cleghorn - Flood protection works, including construction of flood embankment and re-establishing historical drainage features, are being considered to protect properties and infrastructure at risk of flooding. Drainage investigations carried out in June 2018 encountered an unknown historical drainage system. Further investigatory works are now being progressed to survey and trace the extent of this historical drain. Upon completion of these additional investigations, the options available to reduce flood risk will be assessed and preferred option identified and progressed (subject to available funding and landowner agreements where required).</p> | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

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|---|--|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Monitor local environmental conditions through preparation and monitoring of the biennial update of the State of the Environment report | Production of updated biennial State of the Environment Report commenced by March 2019 | A report on the key findings of the 2017 edition of the State of the Environment Report is to be given to the Community Planning Board in December 2018. Work will commence on the 2019 edition later in the year. | Green | --- | --- | --- | --- | --- |
| Further implement the Carbon Management Plan to reduce greenhouse gas emissions from Council services (buildings, waste, transport etc) | 10% reduction in the Council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year) | Carbon emissions for 2018-19 will be reported around July 2019. As at the end of March 2018, carbon emissions have reduced by 5.1% compared with 2015-16, exceeding the 4% target for this two year period. Within the single year, 2017-18, however, emissions increased compared to the previous year. This is partly due to increased energy use throughout the second half of the year when cooler than usual temperatures were experienced. Carbon emissions also increased from increased levels of waste sent to landfill (which resulted from changes in the residual waste contract). The new contract, however, will ultimately convert waste to energy using a new treatment facility. The facility is not yet fully operational, but once it is, significant reductions in carbon emissions are anticipated. | Report Later | 6.0% | ----- | ----- | 7.8% | 5.1% |

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|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Lead on reducing the Council's reliance on avoidable single-use plastic items | Report progress on the list of applicable single-use plastic items and appropriate action to the Sustainable Development Member Officer Working Group at the first meeting in June 2018 (council wide measure) | <p>The meeting of the Sustainable Development member officer working group scheduled for June 2018 was cancelled. A progress report will be presented to the next meeting on 22nd October 2018.</p> <p>Progress in this area to date: various communication methods have been used to raise the profile and encourage people to reduce single use plastic items, an action plan of items in use by the Council has been collated and prioritised, and procurement reports are being created to establish baselines and progress so far.</p> | Amber | --- | --- | --- | --- | --- |
| Deliver at least 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target | Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15 (council wide figure) | There has been a 17.5% reduction in Council wide vehicle emissions in quarters one and two, against the baseline year 2014-15. | Green | 6.00% | 17.50% | ----- | 6.03% | 10.50% |
| | Engage with Community and Enterprise Resource's Fleet Services to agree service specific vehicle emissions reduction strategies for the period 2019-2021 in line with service delivery requirements (Council wide measure) | Fleet Services will engage with Resources in quarter three to reinforce the strategies that are currently delivering reduced vehicle emissions. | Green | --- | --- | --- | --- | --- |
| Provide an effective and efficient Environmental Health service | Implementation of the Air Quality Action Plan by March 2019 | <p>Consultation responses on the draft air quality action plan have now been received and final amendments to the plan are being undertaken.</p> <p>South Lanarkshire is progressing a number of projects as funded via the air quality action plan grant fund. Projects include: sustainable active travel workshops within primary and secondary schools; Eco fleet advice for businesses that are based in, or travel through, South Lanarkshire; walking and cycling campaign; improvements in traffic light infrastructure to optimise traffic flow; and, expansion of the walking / cycling counter network (this latter project assesses current engagement with walking and cycling activity in the area).</p> | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

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|--------|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Broad compliance with food safety statutory requirements secured in 85% of premises | 87.1% of food businesses operating in South Lanarkshire and inspected by Environmental Services were found to be broadly compliant with food safety requirements in the second quarter of 2018-19 (July-September 2018), which equates to 2,185 food businesses. This compliance figure continues to exceed the annual target set for this measure, following on from a good performance in quarter one. Year to date compliance figure (April - September 2018) is 87%. | Green | 85.0% | 87.0% | 87.0% | 86.9% | 85.8% |
| | Incidence of notified food borne infection reduced from 2006-07 baseline figures by 8.5% by March 2019 | 33 cases of foodborne infection were notified this quarter (July - September 2018). In total, this year, 76 notifications have been received, which is a 29% reduction on the same period in 2006-07. | Green | 170 | 76 | 160 | 141 | 117 |
| | 90% fly tipping requests responded to within two working days | 482 illegal dumping enquiries were received in quarter two (July - 17th September 2018), 95.7% were responded to within two working days. 1,093 fly-tipping complaints have been received to date (April - 17th September 2018), of which 95.9% were responded to within timescale. | Green | 90.0% | 95.9% | 99.6% | 99.3% | 80.8% |
| | 90% of dog fouling complaints responded to within two days | 148 dog fouling enquiries were received in quarter two (July - September 2018), 98.6% were responded to within two working days. 300 dog fouling complaints have been received to date (April - September 2018), of which 97.7% were responded to within timescale. | Green | 90.00% | 97.70% | 97.90% | 96.90% | 97.50% |
| | For all those noise complaints requiring attendance on site, the average time (hours) between the time of complaint and attendance on site (including both those dealt with and not dealt with under Part V of the Antisocial Behaviour Act 2004) | The average response time for complaints which required a visit by officers between 1st July 2018 and 24th September 2018 was 0.55 hours (33 minutes). The year to date figure (April - September 2018) is 0.54 hours (32.4 minutes). | Green | 2.0 | 0.5 | 0.5 | 0.5 | 0.6 |

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|---|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Implement Contaminated Land Strategy and vacant derelict / contaminated land programme | Implement the Contaminated Land Strategy for South Lanarkshire | Implementation of the Contaminated Land Strategy is ongoing. Awaiting responses from SEPA regarding the waste management licence surrender applications that have been submitted for two historical landfill sites at Newlandsmuir and Markethill (both in East Kilbride). In the interim, SEPA have agreed to suspend waste management licence fees for this year, pending completion of their review of the licence surrender applications. Environmental Services continues to work in partnership with Housing and Economic Development colleagues on various projects. This work is being funded by 2018-19 Vacant and Derelict Land Fund monies. | Green | --- | --- | --- | --- | --- |
| | Agree Vacant and Derelict Land Fund Programme with Scottish Government and implement projects within approved framework | Vacant and Derelict Land Fund Delivery Plan covering Glen Esk, East Kilbride was prepared, submitted to Scottish Government, and approved by Scottish Ministers. The Community and Enterprise Resources Committee approved remediation plans for Glen Esk on 12th December 2017. Site investigations were carried out in January 2018 and monitoring of the results are ongoing. Consultants appointed to deliver masterplan, and community consultation process in progress. | Green | --- | --- | --- | --- | --- |
| In partnership with local communities, continue programme of restructuring council owned woodland and improving recreational access | Identify funding sources and specifications for phase 2 regeneration work at Greenhall and Millheugh, Blantyre including costed proposals for replacement river crossing | Draft funding proposal has been agreed with Forestry Commission Scotland. Still awaiting confirmation of match funding, which is dependant on projected cash flow and funding from the Section 75 Agreement related to the new housing development at Shotts Farm. After this, a consultant will be appointed to take forward the construction of a footbridge. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

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|--|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Funding applications completed for Management Plans for Bothwell and Blantyre Woods by March 2019, through liaison with community interests, David Livingstone Centre and other stakeholders | Funding secured for management plan. Currently assessing community interest to establish a group to work with on the project - meetings with community interests underway. | Green | --- | --- | --- | --- | --- |
| Progress the Scottish Government's commitment to increase nursery hours for three and four year olds and eligible 2 year olds by August 2020 | Lead a range of consultation events to ensure the planning and delivery of flexible 1140 hours meets the future needs of children, families and communities for implementation over a 3 year phased approach | In order to ensure that the plans meet the needs of our youngest children and their families, a full and wide ranging consultation strategy was established, 'Together we Can, and We Will'. The approach will be continuous until August 2020 and beyond. Outcomes from consultation indicate that 59% of parents prefer a future model of 9am – 3pm provision, with 41% requesting full day/full year provision. Outcomes from the 'Together We Can and We Will' consultation strategy will also be used to develop policies and future direction on local delivery based on continuous improvement. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

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|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Provide project management support for the Realigning Children's Services programme | Ensure the local and national reporting and other requirements of the Scottish Government national team are met | <p>Within South Lanarkshire the activity surrounding Realigning Children's Services (RCS) is being subsumed within the work of the Children's Services Partnership and reported via the established governance structure. The bulk of this activity is driven by the Continuous Improvement Group and in particular the Data and Planning Group and the two change theme groups (Mental Health - Girls and Young Women and Children Looked After at Home). Progress is in turn reported to the Children's Services Strategy Group and Getting It Right for South Lanarkshire's Children Partnership Board.</p> <p>Nationally there have been a number of vacant posts within the Scottish Government RCS team, leading to a loss of momentum with the programme at that level. These posts are currently being recruited to and are expected to be filled shortly. During the time since South Lanarkshire's presentation to the RCS National Programme Board earlier this year regular contact has been in place with the designated RCS Programme Consultant regarding agreed local activity.</p> <p>Future reporting demands for South Lanarkshire at a national level will be agreed once the national team is back to full compliment.</p> | Green | --- | --- | --- | --- | --- |

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| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Ensure the agreed change themes of 'Mental Health' and 'Children Looked After at Home' are implemented on a partnership / multiagency basis | Both change theme groups are in progress and receiving positive buy-in from partners. The mental health group are analysing current practice particularly within the four participation schools and gathering evidence of impact. The group are also supporting the implementation of the national Low Intensity Anxiety Management (LIAM) programme and staff within partners are currently accessing awareness raising training to support implementation of the service. The Looked After At Home (LAAH) group are focusing on key issues of joint Education/Social Work Reviews, 'Edge of Care' support, cross cutting links with Early and Effective Intervention (EEI) around offending and support to parents. | Green | --- | --- | --- | --- | --- |
| Deliver the Children's Services Partnership commitment to implementing Parts one and three of the Children and Young People's (Scotland) Act 2014 | Meet the requirement to provide a Children's Services Plan annual report | A Children's Services Plan Annual Report has been completed and content agreed by the Children's Services Strategy Group, Getting It Right for South Lanarkshire's Children Partnership Board and the Community Planning Partnership Board. A copy of the completed annual report has been sent to the Scottish Government as required by Part Three of the Children and Young People(Scotland) Act 2014. Copies of the report are currently being distributed to relevant staff by individual partner agencies. | Green | --- | --- | --- | --- | --- |
| | Produce a children's version of the Children's Services Plan | Work continues to complete a children's version of the plan. A number of our schools are participating in the project and a progress report (in the form of a presentation) will be provided at upcoming locality seminars later this year for feedback. Key themes are around early support, safe spaces and health and wellbeing, which reflect the key themes of the Children's Services Plan. | Green | --- | --- | --- | --- | --- |

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|--|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Work with communities and partners to enhance community planning and service delivery | Continue working with the three pilot communities to co-produce and deliver Neighbourhood Plans together with Community Planning Partners | Following the participation of 1,200 households across the three Our Place Our Plan areas in identifying community priorities, a further 640 residents of all ages have taken part in participatory budgeting events to determine how modest local Participatory Budgeting budgets of between £40,000 and £60,000 will be used to kickstart action. Working groups have progressed (and are being established to progress) local projects, including improvements to play and recreational facilities; community clean ups; and other activity. | Green | --- | --- | --- | --- | --- |
| | Develop and deliver the performance reporting framework and Annual Report for the Community Plan | The Community Planning Partnership Board approved the performance reporting arrangements for the Community Plan at their meeting on 5 September 2018. | Green | --- | --- | --- | --- | --- |
| Use new technology to ensure that consultation and community engagement are carried out to a consistent standard | Record and report upon outcomes of consultation across the council on the consultation database | All consultation activities are recorded on the database with reports being provided as appropriate. Over the period there were 65 online consultations undertaken. | Green | --- | --- | --- | --- | --- |
| Ensure implementation of the new Local Housing Strategy (LHS) 2017-2022 | Monitor and report on progress against LHS action plan | Report to Executive Committee on 21 November 2018. | Green | --- | --- | --- | --- | --- |
| Monitor and report on implementation and development of Community Safety Strategic Framework | Partnership to demonstrate progress against Community Plan Community Safety priorities | All actions, indicators, baseline positions and targets have been identified and agreed by partners. The Community Safety Partnership has provided a performance report for 2017/18 in relation to its 23 indicators and associated interventions (which are in the early stages of development). 12 indicators are green, 7 are yellow (to be reported on later), 1 amber (RTA - children seriously injured) and 3 are red (crimes relating to drug possession with intent to supply and crimes relating to wilful fire-raising). | Green | --- | --- | --- | --- | --- |

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|---|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Manage and report on Core and Planned Preventative Maintenance Programme for all properties | Implement and manage Planned Preventative Maintenance Programme (PPM) as agreed with CMT | Report submitted to CMT on 13 September 2018. | Green | --- | --- | --- | --- | --- |
| Continue to Implement the Council's security strategy | Continue to work to minimise the incidences and cost of crime to general services properties | Incidences year to date - 75 - currently 18% ahead of target (180). Cost year to date - £14k - currently 57% ahead of target (£33k) | Green | --- | --- | --- | --- | --- |
| Ensure effective engagement with tenants and other customer groups | Continue to implement a programme of Tenant Scrutiny | First scrutiny activity of 2018/19 on refusal of offers is currently underway. Action plan for activity developed and being progressed, supported by South Lanarkshire Tenants Development Support Project. Scrutiny activity due to be completed December 2018. | Green | --- | --- | --- | --- | --- |
| Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan | % reduction in energy consumption across the energy portfolio | Measure to be reported at year end. | Report Later | --- | --- | --- | --- | --- |
| Reduce waste and increase recycling to contribute to the council's sustainability work | Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency | The recycled total at the end of quarter 2 is Number of items – 926 Cost of items - £106,350 | Green | ----- | 926 | 2,252 | 2,498 | 2,220 |
| Contribute to Council's sustainability work | Develop and report on local initiatives involving service users which contribute to the Council's sustainability agenda | Work continues with a range of our building based services to address plastics use. Transport arrangement to and from day care and lifestyles centres are regularly reviewed. | Green | --- | --- | --- | --- | --- |
| Health and Social Care Services contribute to reducing health inequalities | Contribute to the Community Planning Partnership agenda by delivering preventative and anticipatory care interventions, in order to optimise wellbeing and help reduce unnecessary demand on our health and social care system | The Health and Social Care Partnership continue to contribute to the Community Planning Partnership agenda. We have recently completed our end of year reporting for the Community Plan and the Partnership Improvement Plan, which was presented to the IJB at the September meeting. Work has also been undertaken to look at focussed pieces of work for Neighbourhood Planning. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Embed the new model for Community Justice in Scotland in South Lanarkshire Justice Services | Provide update reports to the Community Justice Partnership and the Safer South Lanarkshire Board | The annual outcome improvement report has now been forwarded to Community Justice Scotland. The Community Justice Partnership hosted their second annual conference 12th September 2018. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Ensure high standards of compliance are maintained for Community Payback Orders | Percentage of offenders seen within one working day of CPO | <p>At 30 September 75% of people were seen within one day of receiving a CPO. In some instances clients have been unable to be seen directly after their sentence from court and are outlined below:</p> <p>Custody cases – These individuals had been sentenced directly from custody and returned to custody, however have had a community disposal imposed in addition to their sentence/or as a separate disposal. Given these circumstances these clients were not interviewed in relation to their Community Payback Order on the day, however follow up interviews will take place prior to release.</p> <p>Out of area courts - We have clients whose cases are heard in courts out with North and South Lanarkshire and court social work services vary between authorities. At present work is being undertaken to look at what systems can be put in place for 1st contact with out of area courts.</p> <p>Failed to attend –Court Social Work Services endeavour to see all clients who receive a community based disposal on the day of sentence. However due to multiple courts rooms operating at the same time, Court Social Workers at times are unable to see a client dealt with in another court room who has been made subject to a community payback disposal. This can be because a social worker is required to assist a sheriff with another matter in court. Whilst all clients receive written instruction from Hamilton, Airdrie and Lanark Sheriff Courts on the day of sentence regarding the requirement to make contact with their social worker or unpaid work service within 1 day, some clients, for multiple reasons do not</p> | Green | 75.0% | 75.0% | 74.0% | 64.0% | 72.0% |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | | do this. This can include travel to departments and cost of telephone calls. As part of ensuring that our services are accessible, the court social work review currently underway, will be looking at how clients can make contact with social work services readily. | | | | 74.0% | | |
| Improve management of offenders including high risk offenders | Number of eligible offenders managed through MAPPA who were convicted of a serious sexual or violent offence: Categories 1, 2 and 3 | Further to the appointment of a new Justice Operations Manager who has responsibility for Justice Services input to MAPPA, work is being undertaken to review the current South Lanarkshire level 1 MAPPA processes. In addition to this a wider MAPPA review will take place over the next 12 months to assess and review procedures and practice relating to Level 2 and 3 cases. This will include the Environmental Risk Assessment arrangements and training and development needs for staff. | Green | ----- | ----- | ----- | ----- | ----- |
| Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery | Continue to implement the Improvement Plan following the review of the Unpaid Work Service | The Care Inspection had recently provided a report on our improvement plan for the unpaid work service. This will be discussed with the Head of Children and Justice Services to identify any further area for action. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services | Participation and involvement activity is linked with existing Health and Care structure such as the South Lanarkshire Health and Social Care Forum and Third Sector Forums | A Participation and Engagement Strategy has been developed for the IJB and was approved at its meeting in June, 2018. The strategy outlines how the IJB will involve key stakeholders in developing key commissioning intentions within the Strategic Commissioning Plan and also how this sits alongside current consultation and engagement mechanisms within the Parties (Council and NHS Board). This has been evidenced in the recent consultation events held within the localities to develop the way forward with the new Plan for 2019-2022. Further sessions are being held in December 2018. | Green | --- | --- | --- | --- | --- |
| Contribute to the tackling poverty agenda | Provide annual update reports to the Tackling Poverty Programme Board | Social Work Resources report on two projects historically funded from the Tackling Poverty Board. PACT (Parenting Assessment Capability Team) for vulnerable families and a Money Matters service for young pregnant mums. Reporting formats for the PACT team will be further refined. Reports have already been provided to Regeneration and Inclusion Service Manager. | Green | --- | --- | --- | --- | --- |

Support the local economy by providing the right conditions for inclusive growth

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners | Promote South Lanarkshire Economic Strategy, implement associated actions in the Community Plan, and report activity and progress to the Sustainable Economic Growth Board | Consultant commissioned to lead midterm review of Economic Strategy. Reports and updates on Opportunities For All Strategy, Education Youth Employability Provision, South of Scotland Enterprise Agency, Town Centre Strategy, Economic Outcomes Programme and South Lanarkshire Economic Footprint presented to Sustainable Economic Growth Board at June and September 2018 meetings. | Green | --- | --- | --- | --- | --- |

Support the local economy by providing the right conditions for inclusive growth

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|--|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Support the Glasgow City Region City Deal development programmes | Provide strategic oversight of City Deal Place, Business and People themed programmes, with specific responsibility for progressing business case approvals for Roads and Community Growth Area projects and measurement of economic impact and outcomes | Attendance at the City Deal Lead Officer Group meetings is ongoing, with support provided to the Chief Executives Group (CEG) and Cabinet as necessary. Business case development ongoing: -full business case for Woodhead Primary School extension approved at August 2018 CEG; -East Kilbride Community Growth Area Outline Business Case approved at August 2018 Cabinet; and -augmentation of previously approved Outline Business Cases for Newton and Hamilton approved at August 2018 Cabinet. | Green | --- | --- | --- | --- | --- |
| Develop single door approach to economic development and inward investment activity which links employment, skills, business support and planning in such a way that ensures South Lanarkshire maximises its potential as key business and employment location | Undertake activity aimed at increasing the number of companies engaged with partners which lead to improved performance and turnover, increased employment, innovation, investment and internationalisation | Ongoing liaison with partners (e.g. Scottish Enterprise, Scottish Development International, North Lanarkshire Council, Business Gateway, sector agencies) is aimed at improving connectivity of services and greater market reach. The Council is also: engaging in direct company liaison; producing new advisory leaflets for businesses (a Directory of Business Support has been completed and now developing complementary leaflets on key sectors and business resilience); and evaluating Lanarkshire Business Week with a view to further developing, with partners, an annual calendar of business engagement events. Regional Economic Strategy actions being developed in partnership with City Region Programme Management Office. Two actions SLC currently involved in, along with the seven other local authorities in the City Region, include: adopting the Regional Tourism Strategy and Action Plan; and the Enterprise group progressing the approach to business support and Business Gateway. | Green | --- | --- | --- | --- | --- |

Support the local economy by providing the right conditions for inclusive growth

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force | Over 1,500 businesses assisted per annum with grants, loans or advice | On target at half year point. These Business Gateway figures are inclusive from April - August 2018. Up to date figures will be available in quarter three. | Green | 1,500 | 774 | 1,560 | 1,879 | 1,637 |
| | 500 jobs created or sustained per annum as a direct result of Economic Development intervention | Below pro-rata target at present. However, given the pipeline of applications in progress, and subject to approval, it is expected that the target will be met over the remaining six months. | Amber | 500 | 153 | 718 | 997 | 1,361 |
| | Increase value of sales generated by businesses assisted by Economic Development by £10m | Below pro-rata target at present. However, given the pipeline of applications in progress, and subject to approval, it is expected that the target will be met over the remaining six months. | Amber | £10.00m | £2.58m | £10.10m | £15.69m | £23.03m |
| | Oversee management of Supplier Development Programme, including strategic development and delivery of events, training and e-commerce | Economic Development Manager continues to provide oversight and assistance to Supplier Development Programme (SDP) manager and SDP team eg through weekly one to one meetings and through a monthly SDP budget review meeting. Recent activity has seen the inclusion of SDP as part of the South Lanarkshire Council SME (Small and Medium Sized Enterprises) Working Group, creating and facilitating the South Lanarkshire Council SME engagement plan. This plan looks at the involvement of small and medium enterprises in procurement and the steps being taken to increase engagement. One of the key deliveries of the plan is the SLC Meet the Real Buyer event which will take place on 27th November 2018. | Green | --- | --- | --- | --- | --- |
| | Tourism Strategy delivered via Lanarkshire Area Tourism Partnership | Lanarkshire Area Tourism Partnership and Association meetings have taken place as scheduled and attendance and discussions have been positive. SLC, along with the seven other local authorities in the City Region, have participated in the development of the City Region Tourism Strategy and Action Plan, and this has now been launched. | Green | --- | --- | --- | --- | --- |

Support the local economy by providing the right conditions for inclusive growth

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Improve volunteering opportunities for individuals and organisations | Work with VASLAN to support key voluntary organisations and improve volunteering opportunities and raise voluntary sector capacity | Discussions continue with VASLAN about the formal relationship with the council and the expected service delivery. Further report on this is being prepared for the Corporate Management Team. | Green | --- | --- | --- | --- | --- |
| Implement South Lanarkshire Social Economy Partnership strategy and action plan | Social Economy support through Business Gateway implemented for ten social economy organisations by March 2019 | 12 organisations have been supported through the mainstream programme. A major governance event organised by Lanarkshire Social Enterprise Partnership (and led by South Lanarkshire Council) for Lanarkshire social enterprises took place on 3rd October 2018. The event aimed to promote good governance within the boards of social enterprises. | Green | --- | --- | --- | --- | --- |
| | Voluntary organisations interested in Community Asset Transfer process engaged with and supported | 14 organisations being supported, and two full applications have now been validated by the Council and will be going to Committee in early 2019. Further meeting of the Community Asset Transfer Corporate Working Group was held on 6th September 2018. | Green | --- | --- | --- | --- | --- |
| Develop and progress employability services focused on priority client groups and sectors | Continue delivery of employability services underpinned by European Structural Funds | Q2 programme reporting due at the end of October 2018 and updated progress will be reported then. | Report Later | --- | --- | --- | --- | --- |
| | A minimum of 1,000 unemployed people supported via council operated employability programmes | Full cumulative Q2 reporting to be reported at the end of October 2018. | Report Later | 1,000 | ----- | 0 | 0 | 0 |
| | A minimum of 400 unemployed people gain sustainable employment | Full cumulative Q2 reporting to be reported at the end of October 2018. | Report Later | 400 | ----- | 0 | 0 | 0 |
| | A minimum of 200 unemployed people access further education or training | Full cumulative Q2 reporting to be reported at the end of October 2018. | Report Later | 200 | ----- | 0 | 0 | 0 |

Support our communities by tackling disadvantage and deprivation and supporting aspiration

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|--|--------------------|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |

Support our communities by tackling disadvantage and deprivation and supporting aspiration

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities | Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations | Following the participation of 1,200 households across the three Our Place Our Plan areas in identifying community priorities, a further 640 residents of all ages have taken part in participatory budgeting events to determine how modest local Participatory Budgeting budgets of between £40,000 and £60,000 will be used to kickstart action. Working groups have progressed (and are being established to progress) local projects, including improvements to play and recreational facilities; community clean ups; and other activity. | Green | --- | --- | --- | --- | --- |
| | A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities | We continue to support and facilitate a number of local networks and working groups with a focus or interest in tackling poverty and inequalities, including the Financial Inclusion Network and sub groups looking at Digital Inclusion; Fuel Poverty; Poverty Awareness and Tackling Stigma; and Food Poverty. A new community planning working group, involving a wide range of key stakeholders, is now in place to develop the Child Poverty Action Report for South Lanarkshire. | Green | --- | --- | --- | --- | --- |
| Continue to revise systems procedures and approach to reflect full implementation of Universal Credit | Continue to implement service action plan on welfare reform | The Welfare Reform Group continue to monitor the action plan taking into account emerging local issues and priorities in addition to planning for the introduction of managed migration and the Scottish Social Security System. | Green | --- | --- | --- | --- | --- |
| Continue to improve energy efficiency of housing stock to help address fuel poverty | % of council dwellings that meet the SHQS | 1.26% down from year end –survey data to be reviewed. | Amber | 92.9% | 90.8% | 90.9% | 92.0% | 92.1% |
| | Assist/support households to access schemes available to help address fuel poverty issues | Measure to be reported at year end. | Report Later | --- | --- | --- | --- | --- |
| Continue with physical regeneration work in priority areas | Continue the implementation of the Masterplan for regeneration in East Whitlawburn | Masterplan implementation progressing. Tender evaluation to select preferred developer partner underway. | Green | --- | --- | --- | --- | --- |

Support our communities by tackling disadvantage and deprivation and supporting aspiration

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Continue to develop and implement Sustainable Housing Plans in identified rural areas | Quarter 2 sustainable housing plans have been completed for the rural areas. Actions from the quarter 2 plans are currently under review and will be progressed during quarter 3 ensuring tenancy sustainment and investment in our rural communities. | Green | --- | --- | --- | --- | --- |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Further embed Early Years Literacy training approaches at locality level | Build the capacity of Early Years practitioners in supporting emergent literacy development, especially for the most vulnerable children, by a thorough needs analysis and evaluation of feedback | Locality-based training sessions running as scheduled. These are well-attended and participant and trainer feedback from each session is being used to inform future planning. A survey will be sent to all practitioners from the 2017-18 cohort regarding measuring the impact on practice. | Green | --- | --- | --- | --- | --- |
| Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy | Develop support materials and deliver training on literacy, numeracy and health and wellbeing for all early learning and childcare establishments to ensure improved outcomes for children | Support materials for literacy, communication and numeracy are complete and with establishments. Materials for creativity and health and wellbeing are being developed. Training to commence November 2018. Materials will continue to be developed to support curricular improvements over the next year. | Green | --- | --- | --- | --- | --- |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | | <p>Provide a range of support to refresh learning and teaching skills in numeracy resulting in high quality experiences for learners</p> <p>Two Numeracy Coordinator events planned for November 2018 and May 2019. Numeracy Coordinators will have the opportunity to attend the event to be updated on the current guidance from Education Scotland, South Lanarkshire Council and the Regional Improvement Collaborative. There will also be an opportunity for the sharing of good practice from South Lanarkshire Schools.</p> <p>The South Lanarkshire Council Numeracy Strategy is being updated to reflect Education Scotland's Numeracy and Mathematics Benchmarks. Progression pathways for Early, First and Second Level are in the final stages of quality assurance before being distributed to schools. Progression pathways for Third and Fourth Level will be developed once this work is complete. These pathways will support schools in planning their Broad General Education curriculum and tracking the progress of learners.</p> <p>To strengthen pedagogical practice, staff are being trained in the Maths Recovery approach.</p> <p>Two training events are planned throughout the session. Following on from this a number of schools will be involved in an action research initiative designed by East Dunbartonshire Council. It is hoped that this will strengthen targeted support and help close the poverty related attainment gap in Numeracy.</p> <p>Through information gained from a recent Numeracy Audit, Curriculum For Excellence 'Achievement of a Level' data and Insight data, schools will be identified and supported through training events and targeted support visits.</p> <p>A number of schools have trained staff in Catch</p> | Green | --- | --- | --- | --- | --- |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | | Up Numeracy, Five Minute Box and Big Maths. These interventions are having a positive impact on learners across the authority and are resulting in high quality experiences. | | | | --- | | |
| | Provide a range of support to refresh learning and teaching skills in literacy resulting in high quality experiences for learners | Early Level Primary Literacy training in the form of 7 twilight sessions are underway and will take place throughout 2018-2019. Primary Active Literacy training sessions continue to support practitioners across all stages. Last session practitioners and Senior Management personnel from approximately 74 primary schools were trained in Active Literacy approaches and uptake continues to be high this session. February to June 2018 many secondary schools participated in whole staff training in literacy across the curriculum with the remainder of schools taking part this session 2018-19. Assessment and moderation of literacy within Broad General Education (BGE) was supported last session by a series of Education Scotland national events: a wide range of staff from across South Lanarkshire Council (SLC) attended these events assuming the role of Quality Assessment and Moderation Support Officers. Staff training will continue this session for Assessment and Moderation of Literacy via Learning Community pilots and along with cross authority working. The Literacy Co-ordinators Meeting and Conference 2017-18 provided schools with national and local updates, opportunities to hear about evidence based approaches to literacy learning and an opportunity to share and network with colleagues across SLC. Interest ignited by the Talk for Writing presentation at the 2018 Literacy Conference has led to negotiations around training and support in the course of this session. The Literacy Co-ordinators' meeting planned for October 2018 will focus on supporting learners with literacy difficulties. | Green | --- | --- | --- | --- | --- |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to achieve equity by 'closing the poverty related attainment gap' and meeting the Scottish Government's ambitions for the delivery of the highest quality of Early Learning and Childcare | Implement the new curriculum guidance 'Together we can and we will' to ensure the delivery of the highest quality learning experiences for children aged 0-5 years | All settings have been issued with a copy of the curricular guidance. It is now available on GLOW. Early Learning Childcare Lead Locality Officers (ELCLLO's) will continue to support settings to implement the new guidance as will the new peripatetic team and quality officer team. | Green | --- | --- | --- | --- | --- |
| | Support the delivery of key aspects of 'How Good is our Early Learning and Childcare?' | An Early Learning and Childcare Audit Tool for the purpose of self-evaluation based on 'How Good Is Our Early Learning and Childcare', covering all Quality Indicators has been successfully created and issued to all Early Learning and Childcare settings. Training has also been delivered. This toolkit will require to be reviewed in light of the new Joint Inspection Framework. Nationally this has just been launched for the purpose of consultation. The launch of the new Joint Inspection Framework will lead to further training. | Amber | --- | --- | --- | --- | --- |
| Continue to achieve equity by 'closing the poverty related attainment gap' and meeting the aspirations of the Scottish Attainment Challenge and improve the qualifications of young people | Percentage of secondary school pupils achieving expected Curriculum for Excellence levels in Numeracy (S3, 3rd level or better) | Report to be provided at Quarter 4. | Report Later | ----- | ----- | 0.0% | 0.0% | 0.0% |
| | Provide support to ensure all schools participating in the Scottish Attainment Challenge to meet their aims and to submit annual reports to the Scottish Government | | Green | --- | --- | --- | --- | --- |
| | Provide training and support for staff in Scottish Attainment Challenge schools to assist meeting the commitments in Scottish Attainment Challenge plans | | Green | --- | --- | --- | --- | --- |
| | Overall Average Total Tariff | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 877 | 885 | ----- |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Average Total Tariff SIMD Quintile 1 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 553 | 622 | ----- |
| | Average Total Tariff SIMD Quintile 2 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 728 | 785 | ----- |
| | Average Total Tariff SIMD Quintile 3 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 929 | 876 | ----- |
| | Average Total Tariff SIMD Quintile 4 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 1,045 | 1,065 | 1,065 |
| | Average Total Tariff SIMD Quintile 5 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 1,162 | 1,177 | 1,177 |
| Continue to achieve equity by 'closing the poverty related attainment gap' and meeting aspirations of the Pupil Equity Fund | Percentage of pupils achieving 1 or more awards at SCQF level 6 or above (on leaving school) | Report to be provided at Quarter 4. | Report Later | ----- | ----- | 0.0% | 0.0% | 0.0% |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Manage the planning, delivery and performance of projects defined within the Education ICT Managed Service Contract | Ensure that the ICT managed service continues to deliver outcomes which are focused on supporting learning and teaching | The NGLS2 contract continues to perform very well and Service Level Agreement is exceeded every month. We have delivered support and training to new ICT Coordinators for the start of the new session, and ICT Coordinator drop ins for all sectors continue with advice, technology updates and sharing of good practice all on offer. Plans are in place to support PISA testing which is scheduled for Autumn. Planning is also underway to move Secondary schools e-mail provision to Glow (O365) mail later in this session, in line with other establishments, and delivering a cost saving. Uptake of Apple Mobile Device Management continues to grow, delivering a flexible tool that saves time in setting up and managing growing numbers of iPads, and maximises use and functionality. | Green | --- | --- | --- | --- | --- |
| Promote the development of the right range of skills, qualifications and achievements to enable all learners to succeed | Percentage of pupils gaining 5 or more awards at Level 5 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 61.0% | 61.0% | 0.0% |
| | Percentage of pupils from deprived areas gaining 5 or more awards at Level 5 (SIMD) | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 38.0% | 43.0% | 0.0% |
| | Percentage of pupils gaining 5 or more awards at Level 6 | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 34.0% | 35.0% | 0.0% |
| | Percentage of pupils from deprived areas gaining 5 or more awards at Level 6 (SIMD) | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 15.0% | 19.0% | 19.0% |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Provide a range of supports to schools and establishments to implement the changes to national qualifications | A range of supports has been provided to schools and establishments to implement the changes to national qualifications. | Green | --- | --- | --- | --- | --- |
| | Increase the percentage of pupils at key stages meeting or exceeding the appropriate level for their stage in literacy | Report to be provided at Quarter 3. | Report Later | ----- | ----- | 0.0% | 0.0% | 77.9% |
| Progress leadership development at all levels, within schools and all learning establishments | Audit professional learning needs of practitioners and work to provide opportunities linked to these by June 2019 | A comprehensive programme of professional learning opportunities for practitioners is in place for 2018-19. This planned programme responds to the needs of establishments as identified through the recent Curriculum & Quality Improvement Service audit. | Green | --- | --- | --- | --- | --- |
| | Continue to develop leadership for Newly Qualified Teachers (NQTs) | A programme of training commenced in August 2018 for newly qualified teachers. This focuses on National and Local priorities and delivered by a range of professionals. | Green | --- | --- | --- | --- | --- |
| Develop employability skills and sustained, positive school leaver destinations for all young people | Continue to develop and implement a range of supports to establishments to take forward Developing Scotland's Young Workforce | The South Lanarkshire Council Developing the Young Workforce (DYW) Delivery Framework continues to work with our partners to deliver the key aspirations of DYW for South Lanarkshire learners. Meetings are held with key partners (DYW Regional Team/ SDS Advisers) as well as keynote speakers from a range of organisations to support our delivery to our young people. | Green | --- | --- | --- | --- | --- |

Improve achievement, raise educational attainment and support lifelong learning

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Continue to build and sustain strategic partnerships with local authorities, establishments, colleges and universities and business partners to widen the offer to young people in the Senior Phase | Widening Access to Higher Education: The Top-Up Programme facilitated by Glasgow University enables adjusted offers for young people seeking entry to degree programmes. In June 2018, 45 young people from S4-S5 participated in the one week summer school at Glasgow University (33% increase on 2017 numbers). Our young people experienced university life, both social and academic, by attending seminars and lectures facilitated by the different faculties. A particular focus will be the opportunities available to our young people in rural areas. Meetings to extend provision in these areas are being held. All 17 secondary schools offer young people the opportunity to undertake Foundation Apprenticeships. All school have uptake in a range of 12 frameworks. | Green | --- | --- | --- | --- | --- |
| Work with key partners to ensure that young people enter a positive and sustained destination | Proportion of Pupils Entering Positive Destinations | This is a Local Government Benchmarking Framework (LGBF) indicator. 2017-18 figures will be available in January 2019 and 2018-19 figures will be available in January 2020. | Report Later | ----- | ----- | 94.1% | 95.8% | ----- |
| | Maintain the percentage of young people entering and sustaining a positive destination | The percentage of young people entering and sustaining a positive destination has been maintained (95.8%). | Green | 93.4% | 95.8% | 93.0% | 94.0% | 95.8% |

Ensure schools and other places of learning are inspirational

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|--|--------------------|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |

Ensure schools and other places of learning are inspirational

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Continue to develop the use of digital technology and the ICT infrastructure to support learning and raise attainment | Support the evolution of ICT use to enable it to become an increasingly transformational element of learning and teaching | <p>Over 2,800 Chrome devices, largely Chromebooks, are now in use across the authority, most delivered through NGLS2 contract refresh, but large numbers still being bought by schools. Their growing popularity shows that schools value lower cost, robust and fast devices for accessing the Internet and cloud resources, especially Glow.</p> <p>GSuite usage across schools has continued to grow, with 8000+ Google Classroom users in September, an increase of 2000 on June. 7,500 of these are pupil users, with a big increase in pupil posts. There are also over 1000 active classes and new classes created since the start of term.</p> <p>Some secondary schools are planning to adopt Classroom for whole school homework, abandoning more costly alternatives, and the ability to remotely deliver resources, lessons and support during, for example, exam periods or when a pupil is unable to attend school, has proved invaluable.</p> <p>CPD, via the NGLS2 contract, continues to be available to teachers to make good use of Glow resources in the classroom.</p> <p>Planning is now underway for a second SLC Google roadshow, to be held in Larkhall Academy in November 2018.</p> | Green | --- | --- | --- | --- | --- |

Ensure schools and other places of learning are inspirational

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| | Ensure that the ICT infrastructure is fit for purpose and supports the evolving needs of learners and practitioners | The Internet pipe was upgraded over the summer period to ensure that establishments can continue to get good Internet performance. Use of the Internet and cloud resources has been steadily increasing every year in all sectors, fuelled by increased use of mobile devices, anytime, anywhere learning, a clear trend towards use of cloud technologies and apps, and more use of video in lessons. We continue to refresh wireless infrastructure to ensure supportability and performance, but schools are also having to expand their coverage to support expanding use. | Green | --- | --- | --- | --- | --- |
| Progress the council's school modernisation programme and continue to invest in the education estate, transforming the learning environment for all learners | Continue to progress the building of new schools/establishments during 2018-2019 to work towards the final target of 129 primary schools on completion of the School's Modernisation programme | Underbank Primary School due to complete in November 2018. Walston Primary School under construction with completion targeted for summer 2019. | Green | --- | --- | --- | --- | --- |
| Support learning and raise attainment through the use of digital technologies and the ICT infrastructure | Continue to support schools to implement national and local digital learning strategies in order to embed the use of digital technologies and lead to increased attainment | ICT Coordinators meetings for primary establishments have taken place to ensure that key messages are passed on. CPD training has been provided in partnership with RM to increase awareness of effective use of C-touch and supporting the use of Glow and Google Apps for Education. All of these training opportunities have received positive feedback. | Green | --- | --- | --- | --- | --- |
| Deliver high quality continuous professional learning | Continue to deliver a high quality programme of professional learning opportunities across a range of themes e.g. Learning and Teaching and the Curriculum | The Curriculum and Quality Improvement Service (CQIS) continues to deliver a high quality programme of professional learning opportunities across a range of different themes, for example, Leadership, Curriculum and Learning and Teaching. The annual CQIS audit for 2017-18 shows that this support is well received by schools and is perceived by them to have a positive impact on their staff. | Green | --- | --- | --- | --- | --- |

Ensure schools and other places of learning are inspirational

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success | Provide a range of supports to all establishments to ensure the delivery of high quality learning experiences for all learners | The Learning & Teaching Strategic Group are focussing on self evaluation materials to support schools in their evaluation of HGIOS 4, Q1 2.3. Members of the group have presented to all NQTs in SLC on quality learning and teaching strategies. | Green | --- | --- | --- | --- | --- |
| Deliver targeted Family Learning transition programmes at Early Years to P1 and P7-S1 | Number of families who report feeling supported at key transition stages | <p>296 families have participated in targeted family learning transition programmes at Early Years to P1 and P7-S1 and reported receiving high levels of support through these programmes.</p> <p>Families have received transition packs to provide guiding information to support them through their child's transition. Families have reported that the pack is informative and has made them feel included in their child's transition from nursery to school, with visits to the Primary school helping parents to discuss issues and getting to meet and know staff.</p> <p>Holiday transition programmes have provided the opportunity to engage families in understanding the new secondary school and for their children to develop friendships with others they have not met before, in a safe and welcoming environment.</p> | Green | ----- | 296 | 0 | 0 | 0 |
| Project Management of Schools Projects and General Services Projects | General Services Programme - Target spend achieved | Spend to quarter 2 £19,798,489. Annual target £73,536,432, on target to achieve. | Green | --- | --- | --- | --- | --- |

Encourage participation in physical and cultural activities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|--------------------|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |

Encourage participation in physical and cultural activities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Provide new or refurbished community facilities | Progress/complete development of community facilities by March 2019, including: replacement of Ballgreen Hall and Library with new integrated facility within St Patrick's Primary School; progressing community facilities within new build Primary School at Elsrickle; and upgrade of at least one synthetic pitch | <p>Project to develop joint school and community facility to replace St Patrick's Primary School, Ballgreen Hall and Library commenced on site in November 2016. The facility opened its doors to the public on Saturday 26th May 2018 and has been well used, with positive feedback.</p> <p>A new school in Elsrickle with adaptations for community facilities started on site in summer 2018, with completion expected summer 2019.</p> <p>Two synthetic pitches will be upgraded this financial year. Work to replace Ballerup 3G pitch commenced on site on 27th August 2018. Pitch at Lanark will be upgraded from sand based to 3G, started on site on 17th September 2018, with £80,000 external funding secured from the Renewable Energy Fund. Both projects should complete by the end of November 2018.</p> <p>Various grass pitches have also been upgraded during the summer months e.g. Kirktonholme, Tileworks and Raploch.</p> <p>Hamilton Palace Grounds 3G pitch replacement will be programmed for next financial year.</p> | Green | --- | --- | --- | --- | --- |
| Maximise the number of attendances at leisure facilities | Achieve 2.9 million attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture | The number of attendances managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture has declined in quarter two (July - September 2018) by 31,807 (down 4.2%) compared to the same period last year. This was partly due to good weather and the World Cup which meant fewer participants undertaking indoor activities. Annual target may not be met in the remainder of the year. | Amber | 2.900m | 1.481m | 3.156m | 2.992m | 2.965m |

Encourage participation in physical and cultural activities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Maximise the number of attendances at cultural activities | Achieve 3.5 million attendances at facilities managed by Cultural Services and the Libraries and Museum Services | The number of attendances managed by Cultural Services and Libraries and Museum Services have dropped by 14,008 (down 1.9%) in quarter two (July - September 2018), against the same period in the previous year. | Amber | 3.500m | 1.574m | ----- | ----- | 3.419m |
| Deliver activity programmes which will support equitable access for all, including older people and under 16s groups | Achieve 870,000 under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities by March 2019 (includes halls, school lets, outdoor and indoor leisure) | The number of under 16 reduced rate attendances at South Lanarkshire Leisure and Culture facilities increased in quarter two (July - September 2018) by 507 (up 0.3%) compared to the same period in the previous year. Although there was a slight reduction in outdoor leisure use, this was off-set with a rise of 7,034 (7.6%) in school and hall lets. Still expecting to meet this target based on quarters three and four performance last year. | Green | 870,000 | 408,518 | 919,569 | 876,690 | 881,965 |
| | Achieve 470,000 over 60's attendances by residents using South Lanarkshire leisure facilities | The number of over 60's attendances by residents using South Lanarkshire facilities in quarter two (July - September 2018) increased by 3,852 (up 3.2%) on the same period last year. | Green | 470,000 | 243,400 | 418,734 | 433,099 | 465,870 |

Encourage participation in physical and cultural activities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver adult learning programmes to promote positive health and wellbeing | Number of adult learning programme participants who report adopting healthier lifestyle practises | <p>110 learners have reported adopting a healthier lifestyle as a result of engagement in adult learning programmes.</p> <p>A range of programmes are offered including ASDAN (Award Scheme Development and Accreditation Network) Health and Wellbeing Award, Early Bird Plus (support programmes for parents and carers, offering advice and guidance on strategies and approaches for dealing with young autistic children) and STEPS to Excellence (Pacific Institute programme seeking to help people increase confidence, motivation and self-belief).</p> <p>Adults have reported healthier lifestyle practices as a direct result of engagement in programmes offered. For instance, through participation in the ASDAN Health and Wellbeing Course, one learner reported that the course "helped me grow in confidence in how to involve my children in cooking and experimenting with food".</p> <p>Participants on the Early Bird Plus programme reported better understanding of their children's autism and how better to support them in their everyday lives, whilst feedback from the STEPS to Excellence programme participants indicated higher levels of motivation, self-belief, confidence and the ability to set goals.</p> | Green | ----- | 110 | 0 | 0 | 142 |

Encourage participation in physical and cultural activities

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver family learning programmes to promote positive health and wellbeing | Number of family learning programme participants who report adopting healthier lifestyle practices | <p>To date, 76 participants of family learning programmes have reported adopting healthier lifestyles and being more able to support their child's physical and mental health and wellbeing.</p> <p>Programmes included Handling Children's Behaviour; Handling Teenage Behaviour; Building Self Esteem In Your Child / Helping Your Child Succeed; Speakeasy; Grandbuddies; and partnership programmes with Active Schools.</p> <p>Engagement in programmes has assisted parents to reflect and identify positive changes that not only support their children to flourish, but also help them identify coping strategies and improvements to their own physical wellbeing.</p> | Green | 143 | 76 | 0 | 0 | 142 |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver a core Finance function that meets the requirements of the council and external stakeholders | Other Council Tax targets: - in year (incl water) 95.6% | Council Tax collection is currently 59.19%, ahead of target by 0.09% and ahead of comparable performance in 2017-18 by 0.08%. | Green | 95.60% | 59.19% | 0.00% | 95.50% | 95.70% |
| | Other Council Tax targets: - in year (excl water) 96.0% | Council Tax collection at 30 September 2018 when Scottish Water debts are removed is 59.4%. | Green | 96.00% | 59.38% | 0.00% | 96.00% | 96.20% |
| | Creditors are paid correctly and on time in accordance with standing orders and contractual terms: Percentage of invoices sampled that were paid within 30 days - target 92.5% | The target has been met as per expectations | Green | 92.5% | 93.0% | 95.8% | 94.5% | 95.0% |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Prepare Annual Report and Accounts | Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September | The Accounts for the council and all related/supported bodies were complete by 30 June 2018. The audit of the Accounts was complete by end September 2018 and all bodies received a clean audit certificate. | Green | --- | --- | --- | --- | --- |
| Ensure council commitment to maintaining teacher numbers and pupil teacher ratio for September 2018 census | Maintain teacher numbers at the annual census in order to meet council commitment and maintain funding streams | Work progressing on the September 2018 teacher pupil census. Submission due 16 October 2018 and on target for maintaining teacher numbers and pupil teacher ratio. | Report Later | --- | --- | --- | --- | --- |
| Provision of financial services support including year end accounts and revenue monitoring to external organisations | Complete successful year end process for external organisations and provision of financial services to partner organisations including monthly, quarterly and year end management and financial statements | The year-end process for external/related organisations was complete by end of June 2018. The provision of financial services to these partner organisations is ongoing throughout the year and is not dependent on any milestones. | Green | --- | --- | --- | --- | --- |
| Deliver the objectives of the Council Plan Connect | Deliver annual Resource Plan and review suite of measures for coverage and relevance (council-wide) | All Resource Plans for 2018-19 were produced on a consistent basis and in line with the corporate Guidance. Following External Audit comments in the AAR, a further review was completed to ensure that all measures and targets in all Action Plans are still appropriate and relevant, and provide meaningful performance information. Individual Resource Committees have now approved the Plans and they will soon be available on the council's website. | Green | --- | --- | --- | --- | --- |
| Ensure that high standards of governance are being exercised | Deliver annual risk management work plan including review of risk registers | 2 out of 2 actions due to be completed by end of September achieved. | Green | 100.0% | 100.0% | 0.0% | 100.0% | 83.0% |
| | 85% of risk control actions completed by due date (council-wide) | 11 actions due to be completed by 30 September 2018 (all Resources) have been completed. | Green | 85.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Promote high standards of Information Governance | Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented (council-wide) | Resources to confirm position to the Information Governance Board at meeting on 9 October 2018 | Report Later | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Deliver an effective internal audit service | Prepare a Statement of Assurance by 30 April | 2017-18 assurance statement was prepared by 30 April 2018. Statement has been presented to CMT (24 May 2018), RASC (13 June 2018) and Executive Committee (27 June 2018). | Green | --- | --- | --- | --- | --- |
| | 90% of audit actions completed by due date (council-wide) | 62 IA actions due, 55 closed (55 on time)=89% 6 EA actions due, 6 closed (6 on time)=100% 68 total actions due, 61 closed (61 on time)=90% | Green | 90.0% | 90.0% | 91.0% | 92.0% | 98.0% |
| Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA (Note: results should be considered in the context of the number of requests received) | 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide) | In Q1 2018, the council received 370 requests for information under FOISA. It responded to 356 requests within the statutory time period. | Green | 96.0% | 96.2% | 92.1% | 96.8% | 96.3% |
| Provide support to elected members | Deliver training identified following training needs analysis by target date agreed with members. Monitor and evaluate the delivery and attendance and report bi-annually | Programme of training on-going for 2018-19. | Green | --- | --- | --- | --- | --- |
| | Provide ongoing IT support to elected members, particularly in relation to the roll out of the tablet devices | There were 127 faults logged and dealt with on behalf of Elected Members from 3 July to 27 September 2018. These faults included issues with Dell Venue 11 Pro Tablets, no WI-FI connection, emails not being received via Smartphone and requests for the roaming facility to be activated if Elected Member is going abroad. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Ensure that the council meets its obligations under Health and Safety legislation | Number of accidents per 1,000 employees (council-wide) | Accident figures for September 2018 are not yet available (figures expected at the end of October). July 48 incidents, 14,970 employees August 57 incidents, 15,418 employees Quarterly figure cannot be determined until September figures are established - accident input is a manual process and so figures are not available automatically from HRMS. | Report Later | ----- | ----- | 44.9 | 46.1 | ----- |
| Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED) | Provide annual report to Equal Opportunities Forum based on the agreed equality outcomes (council-wide) | Housing and Technical Resources are due to report their activities on 3 October 2018. | Report Later | --- | --- | --- | --- | --- |
| | The % of the highest paid 5% employees who are women. Target >45.9% | This measure will be reported on an annual measure with information available in Q4. | Report Later | 45.9% | ----- | 47.9% | 46.7% | 45.9% |
| | The gender pay gap between average hourly rate of pay for male and female council employees. Target <5.9% | This is a LGBF indicator. The 2017-18 results will be published in January 2019 and the 2018-19 figures will be published in January 2020. | Report Later | 5.9% | ----- | 6.8% | 5.9% | ----- |
| Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements | Complete the update of 2019-20 to 2020-21 financial strategy by summer 2018 | The 2019-20 Financial Strategy was presented to Executive Committee on 27 June 2018. | Green | --- | --- | --- | --- | --- |
| | Manage the implementation of Welfare Reform throughout the council, including leading the council's Welfare Reform Monitoring Group | Welfare Reform Monitoring Group continues to meet on a quarterly basis to ensure effective management and implementation of Welfare Reform in SLC. | Green | --- | --- | --- | --- | --- |
| Communicate our vision, values and policies | IT Services will, in consultation with the council's ICT Programme Board, regularly report progress on the council's Corporate Management Team (CMT) Themes in respect of IT priorities | A programme of work for 2018-19 to deliver on both council and individual Resource IT priorities has been prepared and approved by the Corporate Management Team (CMT). This aligns with the Council Digital Strategy and project updates are provided by Head of IT Services to CMT, ICT Programme Board and Resources. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Progress the council's Digital Strategy within the Resource | Provide updates on digital transformation activities (council wide) | A programme of work for 2018-19 to deliver on both council and individual Resource IT priorities has been prepared and approved. This aligns with the Council Digital Strategy and project updates are provided by Head of IT Services to CMT, ICT Programme Board and Resources. | Green | --- | --- | --- | --- | --- |
| Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery | Engage in self evaluation activity and take forward any improvement actions (council-wide) | The risk-based self assessment and improvement programme for 2018-19 has been approved by the Corporate Management Team and will next be presented to the Performance and Review Scrutiny Forum for noting. Officers will take steps to ensure that the programme is progressed. No self assessments were planned to be carried out in the period. Services continue to take forward improvement actions identified as a result of previous self evaluation activity. An annual update will report on progress of the 2018-19 programme. | Green | --- | --- | --- | --- | --- |
| | Ensure that the planned scrutiny activity arising from the Local Scrutiny Plan based on the shared risk assessment process is addressed | The Local Scrutiny Plan (LSP) for 2018-19 did not identify any risk-based scrutiny for the council therefore no specific actions were required as a result. | Green | --- | --- | --- | --- | --- |
| | Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery (council-wide) | The latest LGBF results (for 2016-17) have been reported to the CMT, Executive Committee and PRSF in this period. The improvement actions, where applicable, are being progressed. The draft 2017-18 results will be available to councils in November 2018 for analysis and comment, prior to publication by the Improvement Service in January 2019. | Report Later | --- | --- | --- | --- | --- |
| Lead on compliance with the national complaints handling procedures as determined by the Scottish Public Services Ombudsman (SPSO) | Maintain awareness of the process and learning from complaints through quarterly and annually reporting | All complaints information is monitored and reported. The 2017-18 annual report and the Q1 report for 2018-19 were presented to CMT on 20 September 2018. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Review the council's approach to Performance Management on an ongoing basis | Continue to appraise the council's approach to Public Performance Reporting (PPR) taking account of Audit Scotland's Direction | Taking on board comments from External Audit, CMT approved a proposal to replace the Annual Performance Report (APR) with Annual Performance Spotlights (APSs) – bite sized web content performance information per Connect objective. The 2017-18 performance information is complete and was well received, having been presented to and approved at CMT, Exec Committee and PRSF in this period. They are due to go live on the council's website in Quarter 3. | Green | --- | --- | --- | --- | --- |
| Respond to the Efficient Government Policy | Prepare an annual Efficient Government Statement by due date showing levels of efficiencies achieved | The Annual Efficiency Statement was submitted to COSLA in line with timescales set. It was presented to the Executive Committee on 15 August 2018. | Green | --- | --- | --- | --- | --- |
| Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities | Co-ordinate and monitor the delivery of core L&D activities identified via the Resource Health and Safety Matrices. Target - 100% | Courses scheduled for Quarters 3 and 4. Mid term reports for Quarters 1 and 2 issued. | Green | --- | --- | --- | --- | --- |
| | Sickness absence days per teacher | This is a Local Government Benchmarking Framework (LGBF) indicator: 2018-19 figures will be published January 2020. | Report Later | ----- | ----- | 6.5 | 6.5 | 6.0 |
| | Sickness absence days per employee (non teacher) | This is a Local Government Benchmarking Framework (LGBF) indicator: 2018-19 figures will be published January 2020. | Report Later | ----- | ----- | 10.3 | 11.6 | 11.5 |
| | 100% coverage of PAs of employees in scope (council-wide) | To be reported later. | Report Later | 100.0% | ----- | 95.5% | 87.6% | 90.5% |
| | Continued accreditation of Investors in People | liP Report due to be tabled at CMT on 1 November 2018. Managing Assessor has submitted draft client agreement which maps out progression for year one review with effect from February 2019. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

| Action | Measures(non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2015/16 | 2016/17 | 2017/18 |
| Utilise the council workforce strategy toolkit to review and monitor Resource Workforce plans and continue the cyclical reporting framework | Continue to review Resource workforce plans and monitor actions to respond to workforce changes and meet future needs (council wide) | The workforce plan for Resources have been reviewed and an updated report was presented to CMT on 13 September 2018. | Green | --- | --- | --- | --- | --- |
| Deliver a range programme of Modern Apprenticeships and Graduate Apprenticeships | All council apprentices who complete their programme will achieve certification to at least SVQ level 2 (SCQF 5) (Target 100%). Graduate apprentices will work towards an IT related Degree at least SCQF Level 8 | All modern apprentices who completed their programme in the last three months achieved a SVQ level 3 certification. | Green | 100.0% | 100.0% | 0.0% | 0.0% | 100.0% |
| Maximise the use of performance information to enhance a more efficient service delivery model to evidence achieving the best possible outcomes for service users and carers | As at 31 March each year % of Care Inspectorate requirements with a due date within the reporting year have been completed within timescale | 4 Inspections have been complete in Quarter 2. There are 7 requirements outstanding. The Care Inspectorate has introduced a new inspection regime based on the health and care standards launched in April 2018. We will require to review our recording of inspection activity to align to these new processes. | Amber | 100.0% | ----- | 100.0% | 93.0% | 97.0% |

Report later

– update of Connect 2017-18 Quarter 4 Progress Report

| Measure | Comments at Quarter 4 2017-18 | Updated status at Quarter 2 2018-19 | Updated comments |
|--|--|-------------------------------------|--|
| The percentage of total household waste arising that is recycled (council target is 50% in line with Government target) | Between April and December 2017, 46.6% of household waste was recycled. Full year recycling rate will be available in May 2018 | Amber | Total for year: 44.3% The recycling rate for 2017-18 is 8.8% lower than that in 2016-17. The drop resulted from a change in recycling methods which took place from 1 st April 2017. Although the recycling rate reduces the new method ensures the material recovered is of better quality and higher value. In the longer term, this means much less waste going to landfill This measure will continue to be monitored and reported in the 2018-19 progress reports. |
| 10% reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year) | Carbon emissions in 2016-17 reduced by 7.8% compared with 2015-16. The 2017-18 position will be reported in Jun/July 2018, but it is anticipated that the target 10% over 5 years will be met early and exceeded by 2021. | Green | As at the end of March 2018, carbon emissions reduced by 5.1% compared with 2015-16 base year, exceeding the cumulative 4% target for this two year period. |
| Percentage reduction in energy consumption across the energy portfolio | Figures will not be available until mid-June. | Green | 10.09% reduction achieved relative to 2013-14 baseline |
| General Services Programme (schools) – target spend achieved | Information not available until end May 2018. | Amber | Spend at year end £57.864 million against the annual target of £76.113 million. All schools within the programme were delivered within the timescales agreed. The underspend reflected the expected timing of project spend. Any funding not spent was carried forward |

| Measure | Comments at Quarter 4 2017-18 | Updated status at Quarter 2 2018-19 | Updated comments |
|---|--|-------------------------------------|--|
| | | | into the next financial year. |
| The gender pay gap between average hourly rates of pay for male and female council employees (LGBF) | The figure for period ending March 2017 is 5.9%. The next time we are required to report the gender pay gaps figures to meet the Public Sector Equalities Duties will be April 2019. This is reported in our equalities mainstreaming report. | Report later | These figures are reported every two years – the next calculation will be required as at March 2019. |
| Sickness absence days per teacher (LGBF) | The latest published results for 2016-17 show that the number of working days lost through sickness absence for teachers has reduced by 0.5 days, compared with the previous year. The 2017-18 Local Government Benchmarking Framework results will not be published by the Improvement Service until January 2019. | Report later | The 2017-18 Local Government Benchmarking Framework results will not be published by the Improvement Service until January 2019. |
| Sickness absence days per employee (non teacher) (LGBF) | The latest published results for 2016-17 show that the number of working days lost through sickness absence for employees (non teacher) has reduced by 0.1 days, compared with the previous year. The 2017-18 Local Government Benchmarking Framework results will not be published by the Improvement Service until January 2019. | Report later | The 2017-18 Local Government Benchmarking Framework results will not be published by the Improvement Service until January 2019. |

Report

8

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Revenue Budget Strategy 2019/2020 and Savings Proposals |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an update on the 2019/2020 Revenue Budget Strategy and present proposals for meeting the savings requirement in preparation of the 2019/2020 budget.

2. Recommendation(s)

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

- (1) that the revised Revenue Budget Strategy for 2019/2020, including the proposed additional Corporate Solutions of £5.279 million (section 5), be approved;
- (2) that a 3% increase in Council Tax would net £3.792 million (section 6.2), be noted;
- (3) that the revised budget gap of £9.212 million, after Corporate Solutions and assuming a Council Tax increase (section 6.3), be noted;
- (4) that the package of already approved savings totalling £0.140 million (section 7.5), be noted;
- (5) that the remaining savings proposals, totalling £13.041 million (section 7.5), be approved;
- (6) that the balance of funds available on the 2019/2020 Budget of £3.969 million (section 7.6), be noted; and
- (7) that the intention to submit a paper to this Committee confirming actual Government Grant when the Council is notified of its settlement (section 10.1), be noted.

3. Background

3.1. At its meeting on 27 June 2018, the Council's Executive Committee approved the Revenue Strategy for the 2019/2020 Budget. The Budget Strategy showed an initial savings requirement of £18.283 million. In arriving at this level of savings, the Budget took account of a number of assumptions including Grant Reductions, Pay and Pension Increases, Price Increases, Funding for Priorities and Revenue Consequences of Capital.

3.2. The savings requirement of £18.283 million is the requirement before any corporate funding solutions are approved.

- 3.3. Since the 2019/2020 Revenue Budget Strategy was approved in June 2018, an exercise has been undertaken to identify corporate funding solutions that would allow the savings requirement to be reduced.
- 3.4. Section 4 of the report provides an update on Strategy assumptions and Section 5 details the corporate funding solutions identified. Section 6 provides details on Council Tax increases and Section 7 provides details on how the savings requirement can be achieved through the presentation of a package of savings for consideration by Members.

4. Update on Strategy Assumptions

- 4.1. **Teachers Pensions:** The Strategy approved in June 2018 included assumptions on potential increases to the employers contribution rate for Teachers' Pensions as a result of a change to the discount rate applied to unfunded pensions and also from changes to contribution rates following an anticipated revaluation of the Teachers' Pension Fund.
- 4.2. The Budget Strategy for 2019/2020 includes £2.6 million for the impact of the Discount Rate changes (a movement of 0.2%, from 3% to 2.8%, as per the UK Government 2016 Budget Announcement) and £3.1 million as a result of the revaluation (assumed as a similar movement to that experienced in the last valuation in 2016). The Budget Strategy assumes that the Council will receive funding from the Government for these changes.
- 4.3. The Council has now received confirmation that the reduction in Discount Rate will be 0.6% rather than the anticipated 0.2% (as per COSLA, October 2018). This will result in an additional contribution of 5.2% applied to the Council's contribution rate, which means the Council will pay over £7.2 million more in pension costs for teachers (£4.6 million higher than originally included in the 2019/20 Budget Strategy). The Strategy continues to assume that funding will be provided for these costs. No further information is currently available on the impact of the valuation of the Teachers' Pension Fund. The valuation of public sector pensions will take place over the coming months.
- 4.4. As a result of the new information, the costs to the Council, and subsequent risk if these items are not funded by the Scottish Government, will increase from £5.7 million to £10.3 million.
- 4.5. **Job Evaluations:** A paper was presented to Committee in August 2017 advising on areas where Job Evaluations would be carried out. As these Job Evaluations progress, any financial implications may require to be considered within the Council's Budget Strategy. If required, further information on expected pressures and funding proposals will be provided to a future Committee.

5. Corporate Funding Solutions

- 5.1. An exercise has been carried out to identify corporate funding solutions that would reduce the savings requirement of £18.283 million identified in the 2019/2020 Budget Strategy. Some of the items identified are permanent, whilst those that relate to the use of underspends in the 2018/2019 budget (Executive Committee, June 2018), would require to be re-instated in the 2020/2021 budget.

- 5.2. **Police Scotland Payment (excluding element for Campus Officers):** The Council currently makes an annual payment to Police Scotland to fund additional officers, campus officers and overtime. It is proposed that this payment is ceased, with the exception of the element relating to campus officers. This would allow the savings requirement to be reduced by £0.502 million.

Reduction in Savings Requirement: (£0.502m)

- 5.3. **Council Tax Collected from New Properties:** The 2019/2020 Budget includes an increase of £1.200 million in relation to anticipated new properties into 2019/2020. After making an assumption regarding the Council Tax Reduction Scheme, the net increase currently included in the Budget is £1.050 million.
- 5.4. The Scottish Government require the Council to submit a return each September showing information on the number of properties across all council tax bands. Following the recent completion of the 2018 return, additional properties were identified over and above those already included in the 2019/2020 Budget. Based on these additional properties, a further £0.527 million of additional Council Tax income can be assumed within the Budget.
- 5.5. It should be noted that the Council Tax income from additional properties does not give a permanent benefit to the Budget as there will be an impact on grant levels in future years. This is estimated at 80% grant reduction – for every additional £1 of Council Tax, there is an 80p reduction in grant. This will form part of grant assumptions for 2021/2022.

Reduction in Savings Requirement: (£0.527m)

- 5.6. **Council Tax Collected from Long Term Empty Properties:** Since April 2014, councils have been allowed to charge 200% Council Tax on properties that have not been occupied for more than 1 year. This discretionary charge was intended to encourage owners to bring empty properties back into use, both to increase the supply of housing for those who need homes and to reduce the blight on communities caused by houses being left empty and allowed to fall into disrepair. It does not apply to second or holiday homes, where the owner can prove they are used for more than 25 days per year. A number of other councils have applied this charge and are generating significant income.
- 5.7. This would be applied to all long term properties including our own housing stock, Registered Social Landlords and private properties. If implemented, the Council would remove the current 10% discount applied to the council tax charge on these properties and replace it with a 200% (double) council tax charge on the property. There are currently 495 long term empty properties in the South Lanarkshire area. Based on these properties and the 50% reduction in the number of long term properties experienced by other councils in the lead up to implementation, the Council could generate an additional £0.250 million in Council Tax income.

- 5.8. The impact on the Council's Housing Revenue Account and Registered Social Landlords / Housing Associations before taking into account the potential 50% reduction in the number of properties prior to implementation, is £0.013 million and £0.043 million respectively.
- 5.9. A separate report is presented to this meeting on the application of this charge to the long term empty properties in the South Lanarkshire area.

Reduction in Savings Requirement: (£0.250m)

- 5.10. **2018/2019 Underspends:** As part of the monitoring of the 2018/2019 budget, a number of underspends have been identified and reported to date on the Council's budget. These have arisen mainly from an underspend in loan charges and an over recovery of income from council tax.
- 5.11. At a previous meeting of this Committee (26 September 2018), it was agreed that an uncommitted element of the underspend (£4.000 million) could be considered for use in the 2019/20 Budget Strategy. It is proposed that £2.000 million of this is utilised in 2019/2020 to reduce the savings requirement and the remaining £2.000 million be used in 2020/2021 for the same purpose. That means that in 2019/2020 and in 2020/2021, £2.000 million per annum will be used to reduce the savings requirement. However, it must be noted that the £2.000 million will require to be re-instated in the 2021/2022 budget.
- 5.12. It should be noted that the anticipated underspend is based at a point in time and the financial year is not yet complete. Any change to the figure will be reported throughout the year.

Reduction in Savings Requirement: (£2.000m)

- 5.13. **Loan Charges:** As part of the 2018/2019 Revenue Budget Monitoring, savings have been identified on the interest rates achieved compared to the budgeted rates, for the borrowing required in 2018/2019. This saving will be realised in subsequent years and as such, budget can be reduced in Loan Charges into 2019/2020.

Reduction in Savings Requirement: (£2.000 million)

- 5.14. Taking the above information into account (sections 5.1 to 5.13) allows a revision to the Budget position for 2019/2020. This movement is summarised in Table 1:

Table 1: Revised Efficiency Savings Requirement for 2019/2020

| | 2019/2020 £m |
|--|-------------------------|
| Efficiency Savings Requirement (27 June 2018, Executive Committee) | 18.283 |
| Corporate Solutions | |
| Payment to Police Scotland (excluding Campus Officers) (section 5.2) | (0.502) |
| Council Tax Income: 2018/2019 Additional Property Numbers (section 5.3) | (0.527) |
| Council Tax Income: Long Term Rented Properties (section 5.6) | (0.250) |
| <i>Use of Underspends</i> | |
| 2018/2019 Underspend (section 5.10) | (2.000) |
| Loan Charges (section 5.13) | (2.000) |
| Total Corporate Solutions | (5.279) |
| Remaining Efficiency Savings Requirement | 13.004 |

- 5.15. Table 1 shows the budget gap after corporate solutions of £13.004 million.

6. Council Tax Increase

- 6.1. From 2017/2018, the Council Tax freeze was lifted and councils are able to apply a 3% maximum increase per annum to all council tax bands. In 2018/2019, the Council approved a 3% increase to all bands.
- 6.2. If a similar 3% increase were applied in 2019/2020, this could generate £3.792 million of additional Council Tax Income. The approved 2019/2020 Revenue Budget (Executive Committee, June 2018) took no account of any additional income from increasing Council Tax.

Table 2: Revised Efficiency Savings Requirement for 2019/2020

| | 2019/2020 £m |
|---|-------------------------|
| Remaining Efficiency Savings Requirement (section 5.14) | 13.004 |
| Potential Council Tax Income – 3% Increase (section 6.2) | (3.792) |
| Revised Efficiency Savings Requirement (after Corporate Solutions and Council Tax Increase) | 9.212 |

- 6.3. If Council Tax was increased by 3%, this would result in a revised efficiency savings requirement in the 2019/2020 Budget of £9.212 million.

6.4. It should be noted that although corporate funding solutions have been identified, there has been no change to the Council's information on the level of Government Grant to be received. It is expected that the Council will receive its Grant settlement week commencing 17 December 2018. The overall position for the budget will be updated following the receipt of the Grant settlement.

6.5. Savings proposals to meet this are presented for consideration in Section 7.

7. Savings Proposals 2019/2020

7.1. As detailed in Section 6.3 above, the total level of savings required to balance the budget for 2019/2020 is £9.212 million. In order to meet this level of savings, officers have identified proposals for Members' consideration.

7.2. A package of savings proposals totalling £13.181 million is attached at Appendix 1 to this report. These were provided to Elected Members at an Awareness Session on 5 November 2018.

7.3. The savings proposals have been categorised to provide Members with more information on how each saving will impact on the Council and its services. The categories are shown below.

Approved: These savings proposals result from activity which has already been approved through Committees including previous savings exercises.

Efficiency and Outturn: These savings result from more efficient practices. Some of these areas reflect an underspend on budgets in the last financial year and, therefore, the saving is already being delivered.

Charging: These savings proposals relate to increases to charges or where new charges are being introduced.

Service Impact: These savings have an impact on how services are delivered.

7.4. Table 3 shows the split of savings across the categories, including the FTE and savings value for each category:

Table 3: Efficiency Savings Across Categories

| | £m | FTE |
|-------------------------------|---------------|--------------|
| Approved | 0.140 | - |
| Efficiency and Outturn | 11.894 | 113.0 |
| Charging | 0.332 | - |
| Service Impact | 0.815 | 26.4 |
| TOTAL Proposed Savings | 13.181 | 139.4 |

7.5. The overall package includes £0.140 million of savings resulting from decisions which have already been approved. Of the remaining £13.041 million, there are Efficiency and Outturn savings of £11.894 million. In the remaining categories, Service Impact and Charging savings total £1.147 million. It is proposed that the remaining savings of £13.041 million are considered for approval.

Table 4: Revised Efficiency Savings Requirement for 2019/2020

| | 2019/2020 £m |
|---|-------------------------|
| Revised Efficiency Savings Requirement (section 6.2) | 9.212 |
| | |
| Efficiency Savings Proposals (section 7.2) | (13.181) |
| | |
| Balance of Funds Available (after Corporate Solutions and Council Tax Increase) | (3.969) |

- 7.6. If approved, the savings detailed in Appendix 1 would result in a balance of funds available on the 2019/2020 Budget of £3.969 million.
- 7.7. **Integration Joint Board:** Some of the Social Work Resources' savings proposals relate to services delegated to the Integration Joint Board.
- 7.8. The Council delegated the funding to the Integration Joint Board on 1 April 2016. As part of the ongoing partnership working arrangements to manage pay, inflationary and demographic cost pressures and to meet agreed Social Work service priorities, a financial plan comprising of additional funding and proposed savings is agreed annually with the Integration Joint Board.
- 7.9. As part of these arrangements, the proposed savings which relate to the Council's Social Work Resources are included as part of the Council's overall savings package for approval. In approving these savings, there will be a reduction in the allocation of funds to the Integrated Joint Board. The proposed savings are in relation to efficiencies and the re-provisioning of service to reflect reducing demand.
- 8. Position Beyond 2019/2020**
- 8.1. This paper and the attached savings proposals focus on financial year 2019/2020, and are in line with the Strategy approved by the Executive Committee on 27 June 2018, updated for corporate solutions and a 3% increase in Council Tax in sections 5 and 6 above.
- 8.2. For future years, the estimated savings requirements continue to pose a considerable challenge, and this will require further consideration of areas of service delivery.
- 8.3. **Temporary Solutions:** Of the proposals for 2019/2020 Savings and Corporate Solutions, a number are of a temporary nature. These will require to be re-instated in future years, from 2020/2021.
- 8.4. Table 5 shows the temporary solutions and the budget re-instatements that are required as part of decisions made in arriving at the Budget. The table comprises 2 elements, those re-instatements required as a result of the decisions taken in the 2018/2019 Budget and the additional re-instatements arising from the 2019/2020 Budget.
- 8.5. All of the temporary assumptions, savings and additional corporate solutions shown in Table 5 will have an impact on the savings requirement for future years from 2020/2021. These will require to be included as part of the Budget for these years.

Table 5: Temporary Solutions and Year of Reinstatement

| | Year of Re-instatement | | |
|---|------------------------|---------------|---------------|
| | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 |
| | £m | £m | £m |
| <i>2018/2019 Savings</i> | | | |
| Staffing Secondment (18/19 saving - CER17) | 0.025 | - | - |
| | | | |
| <i>Corporate Solutions</i> | | | |
| Loan Charges / Early Repayment of Debt | - | 6.100 | - |
| Capital Receipts | 4.000 | - | - |
| Government Grant – Impact of Additional Properties Council Tax | 0.800 | - | - |
| | | | |
| Total Temporary Solutions (2018/2019 Budget) | 4.825 | 6.100 | - |
| | | | |
| <i>2019/2020 Savings</i> | | | |
| Early Years Realignment of Early Learning and Childcare Income (EDR04) | 0.105 | 0.045 | - |
| Personal Liquor License (FCR14) | 0.032 | - | - |
| Homelessness Service (HTR07) | 0.060 | - | - |
| | | | |
| <i>Corporate Solutions</i> | | | |
| Government Grant – Impact of Additional Properties Council Tax included in Budget (Section 5.5) | - | 0.960 | - |
| Government Grant – Impact of new Additional Properties Council Tax (Section 5.5) | - | 0.422 | - |
| Use of 2018/2019 Underspends (section 5.10) | - | 2.000 | - |
| | | | |
| Total Temporary Solutions (2019/2020 Budget) | 0.197 | 3.427 | - |
| | | | |
| Total Temporary Solutions | 5.022 | 9.527 | - |

9. Summary

- 9.1. Members are reminded of the information given (section 6) that there is the option to increase Council Tax by up to 3%. If this is implemented, provided that assumptions on levels of Government Grant are accurate, then this may provide scope for options in setting the budget.
- 9.2. It should also be noted that a number of funding solutions are temporary in nature (section 8.3). As detailed in Table 5, in year 2020/2021 we will need to include an additional £5.022 million within the Revenue Budget to address this.

10. Next Steps

- 10.1. As discussed at section 6.4, the Council will not receive confirmation of its detailed grant figures until week commencing 17 December 2018. As the Council has to set a balanced budget early in 2019/2020, the assumptions made in the approved 2019/2020 Budget in relation to the grant settlement will continue to be used (Executive Committee, June 2018) until this confirmation is received. An updated position will be provided to this Committee following confirmation of the grant figures from the Scottish Government.

11. Employee Implications

- 11.1. Each saving proposed in the Appendices shows the number of full time equivalent posts that will be affected. The savings options in Appendix 1 would require a net reduction of 139.4 FTE posts in 2019/2020.
- 11.2. A substantial number of these can be managed through anticipated turnover, vacant posts and the removal of temporary posts. Of the 139.4 FTE posts, 70.7 FTE are currently vacant or are temporary posts. The balance of 68.7 FTE posts will be achieved through a combination of redeployment and voluntary severance/early retiral.

12. Financial Implications

- 12.1. As detailed in the report.

13. Other Implications

- 13.1. The assumptions on which the savings target is based are defined within the Financial Strategy for the Council as approved by the Executive Committee on 27 June 2018 and updated by the corporate solutions and potential 3% increase to Council Tax (sections 5 and 6). The Financial Strategy is a way of managing a number of key risks which directly impact on the funding available to deliver the Council's Objectives.
- 13.2. In relation to individual savings, work has been carried out within Resources to ensure their deliverability. Through this exercise, any risks which may impact on service delivery have been considered.

14. Equality Impact Assessment and Consultation Arrangements

- 14.1. Equality Impact Assessments have been undertaken for all relevant savings proposals and have been provided to Members. For details of work undertaken, please contact the Employee Development and Diversity Manager, Finance and Corporate Resources.
- 14.2. The Fairer Scotland Duty (Part 1 of Equality Act 2010) came into force in Scotland in April 2018. It places a legal responsibility on the Council to actively consider how it can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions. It does not override other considerations such as equality or best value.
- 14.3. The Duty is set at a strategic level and is applicable to the key, high-level decisions that the public sector takes. Preparation of the annual budget is considered to be relevant for a Fairer Scotland Duty impact assessment. An assessment in line with the requirements of the Fairer Scotland Duty will be made available to Members.
- 14.4. In terms of consultation, the Trade Unions will be consulted. With regard to consultation with the public, all members of the public will be invited to comment on budget proposals through a dedicated e-mail address (savings@southlanarkshire.gov.uk) and an online survey. This will be advertised through the use of Social Media (Twitter and Facebook).

- 14.5. In addition, as in previous years, targeted Public Consultation on the budget will be carried out. This will look to undertake face to face community engagement, and online consultation with a wide a range of participants, including members of the Citizens' Panel, the Council's Employee Network, South Lanarkshire Youth Council, Seniors Together, Disability Groups and Lanarkshire Ethnic Minority Action Group and other community groups.
- 14.6. The outcome of the Public Consultation events will be advised to all Elected Members in a separately issued briefing paper later in the budget setting process.
- 14.7. Where savings proposals have identified potential negative impact on service users, appropriate consultation and engagement will take place with those who may be affected, as detailed in the individual EqlAs.

Paul Manning
Executive Director (Finance and Corporate Resources)

29 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 27 June 2018

List of Background Papers

- ◆ None

Contact for Further Information

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

Jackie Taylor, Head of Finance (Strategy)

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E-mail: jackie.taylor@southlanarkshire.gov.uk

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Cross Resource Savings Proposals 2019/2020

Cross Resource Efficiency and Outturn Savings

| | | | | | |
|-------|-----|------------------------|--|---|-------|
| COR01 | All | Efficiency and Outturn | <p>Overtime Criteria – Council Wide</p> <p>This saving is a further conversion of premium rate working to employment opportunities, building on the work carried out in partnership with the Trade Unions over 2016/2017, 2017/2018 and 2018/2019.</p> <p>By continuing to consider the overtime criteria, the amount of additional hours required to be worked will reduce, and the requirement for regular overtime will be translated into more established hours at Plain Time, reducing the cost to the Council.</p> <p>As part of this saving there will be engagement with the Trade Unions.</p> | - | 0.300 |
|-------|-----|------------------------|--|---|-------|

Total Cross Resource Efficiency and Outturn Savings 2019/2020

- 0.300

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Cross Resource Charging Savings

| | | | | | |
|---|-----|----------|---|---|--------------|
| COR02 | All | Charging | <p>Charging Increases</p> <p>A review of current charges across the Council (excluding South Lanarkshire Leisure and Culture Ltd) has enabled a Charging Policy to be created which will be implemented across the Council.</p> <p>The Charging Policy will be presented to the Executive Committee on 21 November 2018 for approval. Through the implementation of this Policy, a saving of £0.332m can be realised in 2019/2020 as a result of a 3% standard inflationary increase to charges.</p> | - | 0.332 |
| Total Cross Resource Charging Savings 2019/2020 | | | | - | 0.332 |
| Total Cross Resource Savings Proposals 2019/2020 | | | | - | 0.632 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

| Cross Resource Savings Summary Across Categories | | | | FTE | £m |
|---|--|--|--|----------|--------------|
| Approved | | | | - | 0.000 |
| Efficiency and Outturn | | | | - | 0.300 |
| Charging | | | | - | 0.332 |
| Service Impact | | | | - | 0.000 |
| Cross Resource Savings Proposals 2019/2020 | | | | - | 0.632 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Community and Enterprise Resources' Savings Proposals 2019/2020

Community and Enterprise Resources' Efficiency and Outturn Savings

| | | | | | |
|-------|-------------------------------|------------------------|--|-----|-------|
| CER01 | Support | Efficiency and Outturn | <p>Business Support From the consideration of back office services and processes, a saving of £0.160m can be achieved within Community and Enterprise Resources' support staff.</p> <p>The saving will be achieved across the Resource through the creation of a single reporting responsibility for Business Support, which will enable the sharing of good practice and the delivery of economies of scale. Through the use of IT systems, efficiencies will be realised through enabling self-service and removing the duplication of tasks.</p> <p>The service will achieve the reduction in establishment through the non-filling of vacancies. Tasks have already been redistributed and are being managed within the section.</p> <p>The saving will result in the removal of 6 FTE Grade 1 and Grade 2 vacant posts from the current establishment of 80 FTE.</p> | 6.0 | 0.160 |
| CER02 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Grounds Staffing Structure A reduction in hours within Countryside and Greenspace has allowed the current establishment to be reduced by 0.4 FTE from 23 FTE to 22.6 FTE.</p> <p>Duties have been re-prioritised and reallocated across the remaining resources within the Service.</p> <p>There is no impact on existing employees as the reduction will be met from vacant hours within the current establishment.</p> | 0.4 | 0.020 |
| CER03 | Roads and Transportation | Efficiency and Outturn | Roads | - | 0.720 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|--|--------------|-----------|
| | | | <p>Through ongoing consideration of current procurement processes, and consideration of fleet utilisation, savings of £0.720m can be achieved in 2019/2020. Savings have been identified within the following areas:</p> <p><u>Reduction in External Operators for JCB Excavators (£0.045m)</u> A net saving of £0.045m is achievable in 2019/2020 by moving from hired operators to internal operators for JCB excavators. Appropriate training will be provided for internal staff.</p> <p><u>Procurement Savings within Contracts (£0.325m)</u> The total coated roadstone procurement within the Council is currently approximately £7m with £6.5m of this associated with planned resurfacing works. Through continuing to gain efficiencies as part of mini tendering procurement exercises, efficiencies of £0.325m (5%) are achievable in 2019/2020.</p> <p><u>Renegotiation of Current Contracts (£0.115m)</u> A recently awarded Planer contract has rates which are typically 25% cheaper than the equivalent rates in the previous term contract which expired in November 2017. On the basis of annual planing costs of £0.460m, savings of £0.115m are achievable in 2019/2020.</p> <p><u>Carriageway Resurfacing Methods (£0.110m)</u> The use of the proprietary Repave in-situ recycling process on suitable sites will generate efficiency savings in 2019/2020. This type of treatment is only suitable for specific locations, typically larger sites (due to the size of the specialist plant) and sites of asphalt road construction. Approximately 10% of sites are suitable for Repave with savings of 10% on unit costs achievable. This equates to a saving of £0.110m for 2019/2020 based on the current £11m funding for carriageway resurfacing.</p> <p><u>Fleet Asset Management (£0.050m)</u> Leases on the Council's three previous gully vehicles has ended, with three casual hire vehicles currently in use. In addition to in-house and casual hire vehicles, the Council also regularly hire vector tankers which have increased capacity and jetting power. By moving to a new fleet of two 'routine' gully cleaning vehicles and one more powerful 'troubleshooting' vehicle, efficiencies of £0.050m on private hire costs are achievable in 2019/2020.</p> <p><u>Road Resurfacing (£0.075m)</u> There is an opportunity to secure specialist paving plant via lease instead of through contract hire. Savings of £0.075m can be generated through the conversion of 3 pavers from contract hire to lease.</p> | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------------------------|--|--|--------------|-----------|
| CER04 | Roads and Transportation | Efficiency and Outturn | <p>Street Lighting Investment Programme</p> <p>The capital programme for the installation of LEDs and the replacement of columns is part funded by borrowing. The resultant loan charges are paid using the Roads Revenue budget.</p> <p>As advised to the Executive Committee during 2016/2017 and 2017/2018, savings have been achieved in the street lighting capital programme. This is the result of cheaper procurement costs realised within the capital programme, which has led to less borrowing being required to fund this. Consequently, lower loan charges will be incurred moving forward.</p> <p>Taking this into account, as well as the overall estimates for loan charges, a reduction in the revenue budget for loan charges of £0.974m is achievable in 2019/2020.</p> | - | 0.974 |
| CER05 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Catering Consumables Replacement Programme</p> <p>Trays for lunches used within primary schools are currently replaced every 3 years. This proposal would extend the replacement period to every 4 years.</p> <p>This proposal would also align with the Council's commitment to reduce reliance on plastic and to maximise the usage of the current product.</p> | - | 0.050 |
| CER06 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Revised Facilities Management Structure</p> <p>At present, Facilities Services are structured under 4 Facility Advisers. Through changes to the management structure and merging of duties, this can be reduced to 3 Facility Advisers going forward. The proposed changes to the structure would result in the removal of 1 FTE Grade 4 Level 5 post (from 4 FTE to 3 FTE).</p> | 2.0 | 0.090 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------------------------|--|---|--------------|-----------|
| | | | <p>In addition, 1 FTE Grade 2 Level 3 post (from 11 FTE to 10 FTE) can be removed from the current establishment as tasks are realigned under the new structure.</p> <p>All areas of service will continue to be covered under the new structure, including menu development and compliance and management of the Police and Void Cleaning operations.</p> | | |
| CER07 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Realignment of Employee Budgets A saving of £0.105m has been achieved for school crossing patrollers and cleaning staff, reflecting the recruitment of staff in line with current service delivery requirements.</p> <p>All new patrollers are being recruited to provide a morning and afternoon crossing service. This has resulted in a reduction of 5 hours per week for each newly appointed employee. Currently, 40 of the 124 sites are operating at 10 hours per week as opposed to 15 hours per week.</p> <p>In addition, from 2017 all cleaners in schools are being recruited on 39 weeks per year term time contracts, in line with catering staff, as opposed to 40 week contracts. Currently, 150 of the 696 cleaning staff have been appointed on 39 week contracts.</p> | - | 0.105 |
| CER08 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Realignment of Non-Employee Cost Budgets Through consideration of prior year expenditure levels within Supplies and Services, Property Costs and Payments to Contractors across Facilities, Waste and Grounds Services, a saving of £0.210m can be realised. Efficiencies have been realised when purchasing catering and cleaning consumables. In addition, efficiencies realised through the procurement of materials within Grounds Services and realigning property budgets to reflect actual spend will allow a saving to be realised.</p> | - | 0.210 |
| CER09 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Janitorial Cover Through recruiting all new pool cover janitors on 5 day over 7 day contracts, the Service will be able to reduce the current janitorial pool cover from 10 FTE to 8.5 FTE, generating a saving of £0.050m per annum.</p> <p>Pool cover janitors are not allocated to schools but provide absence, holiday and access out of core hours requests for cover.</p> | 1.5 | 0.050 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------------------------------------|--|--|--------------|-----------|
| | | | The saving will be achieved through turnover and will not impact on the contracts of current employees. | | |
| CER10 | Fleet and Environmental | Efficiency and Outturn | <p>Reduction in Outside Repairs Expenditure</p> <p>Following the recruitment exercise to fill vacant Mechanic posts within Fleet Services, this will enable more routine maintenance works and the completion of MOTs to be carried out in-house instead of having to rely on external contractors. As a result, a saving of £0.197m will be realised in 2019/2020.</p> <p>The current budget allocation across this area of expenditure is £0.499m. This will reduce to £0.302m following implementation of this saving.</p> | - | 0.197 |
| CER11 | South Lanarkshire Leisure and Culture | Efficiency and Outturn | <p>South Lanarkshire Leisure and Culture</p> <p>Through consideration of the overall savings requirement for 2019/2020, South Lanarkshire Leisure and Culture Ltd (SLLC Ltd) have been advised of an efficiency requirement of £1.408m in 2019/2020. This will reduce the current management fee paid to SLLC Ltd from £18.5m to £17.1m.</p> <p>All proposals to achieve the level of efficiency savings required will be presented to the Trust's Board for approval.</p> | - | 1.408 |
| CER12 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Rationalisation of Grass Cutting Machinery</p> <p>The Service has reviewed its current grass cutting machinery fleet and has identified an opportunity to replace existing machinery that cuts and collects grass with standard grass cutting functionality. This would result in a reduction in annual machinery costs by £0.043m.</p> <p>The introduction of the replacement machinery would also improve productivity as the emptying of the grass hoppers is time consuming and the subsequent disposal of the cuttings incurs further costs. It is estimated that a further saving of £0.097m is achievable due to an increase in productivity as a result of not having to transfer cuttings to waste sites.</p> | 2.0 | 0.140 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-----------------------------------|--|--|--------------|-----------|
| | | | <p>The Service would retain 4 of the 20 cut and collect ride-ons for cemetery maintenance and replace the remaining 16 cut and collect ride-ons to 12 cutting only machines.</p> <p>There would be no change to the area or frequency of grass cutting undertaken by the Service.</p> <p>The saving will result in a reduction of 2 FTE from the overall current establishment for Seasonal employees. As different individuals are appointed into Seasonal posts each year, this will not impact on specific employees, but instead the level of Seasonal employees recruited in 2019/2020 will reduce.</p> | | |
| CER13 | Fleet and Environmental | Efficiency and Outturn | <p>Reduction in Non-Employee Cost Expenditure</p> <p>The proposal involves a reduction in expenditure on supplies and services and administration costs within Fleet and Environmental Services. This includes expenditure on materials, printing and stationery, protective clothing, property costs and cleaning materials.</p> <p>The current budget allocation across these areas of expenditure is £0.329m. This will reduce by £0.030m to £0.299m following implementation of this saving.</p> <p>The reduction will have no impact on current service delivery.</p> | - | 0.030 |
| CER14 | Fleet and Environmental | Efficiency and Outturn | <p>Fleet Services Workshop</p> <p>The Fleet Services workshop tests some 2,000 taxi and private hire cars a year across all four geographical areas within South Lanarkshire.</p> <p>Taxi and private hire car inspections (with or without meters) are carried out annually. Fleet Services also carry out MOTs on private hire cars where requested.</p> <p>Realignment of the current income budget by £0.015m is proposed, in order to reflect current income generation in these areas.</p> | - | 0.015 |
| CER15 | Planning and Economic Development | Efficiency and Outturn | <p>Planning and Economic Development Structure</p> | 3.0 | 0.150 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|--------------------------|--|---|--------------|-----------|
| | | | <p>Following the implementation of a revised structure across Planning and Economic Development Services, a saving of £0.150m can be realised in 2019/2020. The saving will be generated from the removal of 3 FTE Grade 3 posts through a vacancy and the turnover of staff.</p> <p>This saving will be achieved through prioritising works within Building Standards and Economic Development whilst ensuring that the priorities of the service are maintained.</p> <p>The saving would result in a reduction of 3 FTE, which would reduce the Planning and Economic Development Service from 92 FTE to 89 FTE.</p> | | |
| CER16 | Roads and Transportation | Efficiency and Outturn | <p>Roads Waste Disposal Costs</p> <p>Through the introduction of enhanced waste segregation arrangements it is considered that waste disposal costs incurred by Roads and Transportation can be reduced by £0.016m.</p> <p>Currently, waste loads that can be recycled by the waste disposal site are charged at £3 per tonne, whereas recyclable waste which has been contaminated is charged at £22 per tonne. Through improving the segregation of waste, more recyclable waste loads will be transferred for disposal, which will reduce the amount paid in disposal costs per tonne.</p> | - | 0.016 |
| CER17 | Roads and Transportation | Efficiency and Outturn | <p>Flood Prevention</p> <p>Each financial year, a list of potential improvements which will reduce the risk of flooding are identified. These works are prioritised through the completion of risk and impact assessments, which identify the likelihood of flooding and the potential severity of flooding in that area. Those works considered to be of lesser priority will be reprogrammed for future years, however all required works will still be undertaken.</p> <p>This proposal will see a 25% year-on-year reduction in the level of flood prevention work currently undertaken through the Roads Revenue Programme.</p> <p>The current Revenue budget for Flood Prevention is £0.350m, which supplements the annual Capital Programme allocation of £0.100m in 2018/2019.</p> | - | 0.090 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|---|-------------------------------|--|---|--------------|--------------|
| CER18 | Roads and Transportation | Efficiency and Outturn | <p>Transportation Engineering Works The Transportation Engineering Section are responsible for undertaking a variety of maintenance works each year, including traffic signal maintenance, landslips and road safety enhancements.</p> <p>Through consideration of the programming of these works in line with the resources available, a saving of £0.110m can be achieved in 2019/2020. The reduction will still allow for all required works to be undertaken, with any works identified as a matter of urgency due to safety concerns being treated as a priority.</p> <p>The overall net budget for Transportation Engineering Works (excluding staffing) in 2018/2019 is £2.538m. This saving equates to a 4.3% reduction in the net budget.</p> | - | 0.110 |
| CER19 | Facilities, Waste and Grounds | Efficiency and Outturn | <p>Realignment of Income Budget Following the receipt of additional funding from the Scottish Government to assist with burial costs within South Lanarkshire, it is proposed that the current income budget within Bereavement Services is realigned. This will result in a saving of £0.020m in 2019/2020.</p> | - | 0.020 |
| Total Community and Enterprise Resources' Efficiency and Outturn Savings 2019/2020 | | | | 14.9 | 4.555 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Community and Enterprise Resources' Service Impact Savings

| CER20 | Facilities, Waste and Grounds | Service Impact | <p>Pitch Maintenance Regime</p> <p>This proposal would see the maintenance regime of 8 pitches with limited formal usage be changed to reflect that of general open space. This would allow the areas to continue to be used for informal recreational purposes but would no longer be available to book for formal matches and would be removed from the South Lanarkshire Leisure and Culture Ltd booking schedule. Alternative pitches will be available for booking.</p> <p>The pitches affected, nearby alternative provision, and the number of lets during 2017/2018 are detailed below:</p> <table><tr><th>Location</th><th>Alternative</th><th>Bookings 2017/18</th><th>Pitches</th></tr><tr><td>Wooddean, Bothwell</td><td>Hamilton Palace Sports Ground</td><td>0</td><td>1</td></tr><tr><td>Glassford</td><td>Strathaven</td><td>0</td><td>1</td></tr><tr><td>Burnhill, Rutherglen</td><td>Peter Brownlee Cambuslang Park Welfare Park</td><td>0</td><td>2</td></tr><tr><td>Halfway Park, Cambuslang</td><td>Peter Brownlee Cambuslang Park Welfare Park</td><td>0</td><td>1</td></tr><tr><td>Kildare Park, Lanark</td><td>Lanark</td><td>4</td><td>1</td></tr><tr><td>Stonedyke, Carluke</td><td>Moorpark</td><td>0</td><td>1</td></tr><tr><td>Birkenshaw, Larkhall</td><td>Tileworks</td><td>0</td><td>1</td></tr><tr><td>Harleeshill, Larkhall</td><td>Tileworks</td><td>0</td><td>1</td></tr></table> <p>The saving will result in a reduction of 2 Seasonal employees (1 FTE) from the overall current establishment of 115 Seasonal employees. As different individuals are appointed into Seasonal posts</p> | Location | Alternative | Bookings 2017/18 | Pitches | Wooddean, Bothwell | Hamilton Palace Sports Ground | 0 | 1 | Glassford | Strathaven | 0 | 1 | Burnhill, Rutherglen | Peter Brownlee Cambuslang Park Welfare Park | 0 | 2 | Halfway Park, Cambuslang | Peter Brownlee Cambuslang Park Welfare Park | 0 | 1 | Kildare Park, Lanark | Lanark | 4 | 1 | Stonedyke, Carluke | Moorpark | 0 | 1 | Birkenshaw, Larkhall | Tileworks | 0 | 1 | Harleeshill, Larkhall | Tileworks | 0 | 1 | 1.0 | 0.025 |
|--------------------------|---|------------------|--|----------|-------------|------------------|---------|--------------------|-------------------------------|---|---|-----------|------------|---|---|----------------------|---|---|---|--------------------------|---|---|---|----------------------|--------|---|---|--------------------|----------|---|---|----------------------|-----------|---|---|-----------------------|-----------|---|---|-----|-------|
| Location | Alternative | Bookings 2017/18 | Pitches | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wooddean, Bothwell | Hamilton Palace Sports Ground | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Glassford | Strathaven | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Burnhill, Rutherglen | Peter Brownlee Cambuslang Park Welfare Park | 0 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Halfway Park, Cambuslang | Peter Brownlee Cambuslang Park Welfare Park | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Kildare Park, Lanark | Lanark | 4 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Stonedyke, Carluke | Moorpark | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Birkenshaw, Larkhall | Tileworks | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Harleeshill, Larkhall | Tileworks | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------------------------|--|--|--------------|-----------|
| | | | each year, this will not impact on specific employees, but instead the level of Seasonal employees recruited in 2019/2020 will reduce. | | |
| CER21 | Fleet and Environmental | Service Impact | <p>Trading Standards Inspections</p> <p>Through consideration of the current approach to carrying out visits and by directing customers to self-help facilities where appropriate, 2 FTE can be removed from the current structure.</p> <p>Inspections will be prioritised on the basis of information received in relation to current business practices and the risk to consumers. Planned interventions will continue to be carried out where required, and will focus on areas of greatest consumer detriment.</p> <p>Further support to consumers is provided by Trading Standards Scotland (TSS), who have a duty to coordinate and enforce cross boundary and national issues, as well as undertaking more specialised functions including tackling illegal money lending and e-crime. TSS adds capacity to local authority trading standards teams in these areas of activity.</p> <p>Consumers will also be directed to action they can take themselves to resolve customer advice requests and be directed to third party agents such as trade bodies and Citizens Advice Scotland.</p> | 2.0 | 0.090 |
| CER22 | Facilities, Waste and Grounds | Service Impact | <p>Council Officer Provision within Principal Offices including Access to Council Headquarters</p> <p>Through consideration of the current Council Officer establishment, and from completing an assessment of the tasks required to be carried out by Council Officers across Council Headquarters and Montrose House, a saving of £0.160m and 4.9 FTE can be realised in 2019/2020.</p> | 6.9 | 0.210 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------------------------|--|--|--------------|-----------|
| | | | <p>The proposal has considered the tasks currently performed by Council Officers at each location, and aligned current working patterns to identify efficiencies, whilst ensuring that all tasks will continue to be carried out. This includes ensuring increased staffing levels to manage peaks in demand, for example planned deliveries, where more than one Council Officer would be required to facilitate this task.</p> <p>In addition, Council Headquarters is currently accessible 24 hours a day. This proposal would see the opening hours of the building be changed to 6.00am to 10.00pm 7 days per week, resulting in a saving of £0.050m. The revised opening requirements of the building will result in a reduced requirement of 2 FTE Council Officer staff. In other buildings, where there is a requirement for access to the building outwith opening hours, a booking system and procedure is in place. This would be implemented at Council Headquarters when there is a requirement for access to the building outwith the revised opening hours.</p> <p>There are currently 14 FTE employed across Council Headquarters and Montrose House. The impact of the change will be managed through the use of existing vacancies, revised contracted hours for new employees across the Concierge service and discussions with existing staff on changes to working hours, with any displaced staff being redeployed into alternative positions within the service.</p> | | |
| CER23 | Facilities, Waste and Grounds | Service Impact | <p>Grounds Maintenance</p> <p>The service has identified 767 locations across the Council that are challenging and resource intensive for operatives to maintain when working with machinery on a slope. It is proposed that the service allows these areas to revert back to natural habitat and that these are identified as opportunities to enhance the Council's biodiversity provision. The size of the plots are from 13m² upwards.</p> <p>The Service would continue to cut the perimeter of the open space where these areas meet any roads or pathways.</p> | 2.5 | 0.075 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|---|---------|--|--|--------------|--------------|
| | | | The saving will result in a reduction of 2.5 FTE from the overall current establishment for Seasonal employees. As different individuals are appointed into Seasonal posts each year, this will not impact specific employees, but instead the level of Seasonal employees recruited in 2019/2020 will reduce. | | |
| Total Community and Enterprise Resources' Service Impact Savings 2019/2020 | | | | 12.4 | 0.400 |
| Total Community and Enterprise Resources' Savings Proposals 2019/2020 | | | | 27.3 | 4.955 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

| Community and Enterprise Resources' Savings Summary Across Categories | | | | FTE | £m |
|--|--|--|--|-------------|--------------|
| Approved | | | | - | 0.000 |
| Efficiency and Outturn | | | | 14.9 | 4.555 |
| Charging | | | | - | 0.000 |
| Service Impact | | | | 12.4 | 0.400 |
| Community and Enterprise Resources' Savings Proposals 2019/2020 | | | | 27.3 | 4.955 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Education Resources' Savings Proposals 2019/2020

Education Resources' Approved Savings

| EDR01 | Curriculum and Quality Improvement Service | Approved | <p>Curriculum and Quality Improvement Service Staffing</p> <p>A new structure has been implemented within Curriculum and Quality Improvement Services (CQIS), which has led to a reduction in the number of Development Officer posts required. This was achieved through identifying tasks which can be transferred to Lead Officer remits, those which were no longer essential, including the delivery of training and membership of Local Authority groups, and tasks which could be devolved directly to schools or Learning Communities, including the development of curriculum materials and resources.</p> <p>The proposed changes will have minimal impact on schools as all tasks deemed essential have been redistributed and will still be undertaken. The FTE has reduced from 22 FTE to 14 FTE as follows:</p> <table><tr><th>Original (22 FTE)</th><th>Revised (14 FTE)</th></tr><tr><td>Section Manager (1)</td><td>Section Manager (1)</td></tr><tr><td>-</td><td>Quality Improvement Manager (1)</td></tr><tr><td>Quality Improvement Officer (8)</td><td>Quality Improvement Officer (8)</td></tr><tr><td>Development Officer (12)</td><td>Development Officer (2)</td></tr><tr><td>Health and Safety (1)</td><td>Health and Safety (1)</td></tr><tr><td>-</td><td>Administration Officer (1)</td></tr></table> <p>There is no impact on FTE numbers as all staff have reverted back to their substantive posts in schools.</p> <p>This is the third year of the savings proposal. Savings of £0.140m were realised in years 2017/2018 and 2018/2019.</p> | Original (22 FTE) | Revised (14 FTE) | Section Manager (1) | Section Manager (1) | - | Quality Improvement Manager (1) | Quality Improvement Officer (8) | Quality Improvement Officer (8) | Development Officer (12) | Development Officer (2) | Health and Safety (1) | Health and Safety (1) | - | Administration Officer (1) | - | 0.140 |
|---------------------------------|--|----------|--|-------------------|------------------|---------------------|---------------------|---|---------------------------------|---------------------------------|---------------------------------|--------------------------|-------------------------|-----------------------|-----------------------|---|----------------------------|---|-------|
| Original (22 FTE) | Revised (14 FTE) | | | | | | | | | | | | | | | | | | |
| Section Manager (1) | Section Manager (1) | | | | | | | | | | | | | | | | | | |
| - | Quality Improvement Manager (1) | | | | | | | | | | | | | | | | | | |
| Quality Improvement Officer (8) | Quality Improvement Officer (8) | | | | | | | | | | | | | | | | | | |
| Development Officer (12) | Development Officer (2) | | | | | | | | | | | | | | | | | | |
| Health and Safety (1) | Health and Safety (1) | | | | | | | | | | | | | | | | | | |
| - | Administration Officer (1) | | | | | | | | | | | | | | | | | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--|---------|--|---------------------------------------|--------------|--------------|
| Total Education Resources' Approved Savings 2019/2020 | | | | - | 0.140 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Education Resources' Efficiency and Outturn Savings

| | | | | | |
|-------|---------------------|------------------------|--|---|-------|
| EDR02 | All | Efficiency and Outturn | <p>Realignment of Property Costs, Supplies and Services and Administration Costs Budgets</p> <p>Through targeting areas of non-essential spend across the Resource and removing budgets no longer required, a saving can be made across a number of budget lines.</p> <p>This saving will see a reduction in the per capita allocation to pupils from 3-18 years across all sectors. This will be a continuation of a managed programme of classroom materials reduction and will be allocated based on school roll. Savings can be realised in Early Years establishments and schools through the development and implementation of new procurement and delivery processes, which will generate savings through economies of scale and the identification of further efficiencies across the Resource.</p> <p>Additionally, there will be a reduction to postage, catering and parent council budgets as a result of efficiencies in service delivery.</p> <p>Finally, there will be the removal of property costs budgets no longer required.</p> | - | 0.337 |
| EDR03 | Inclusive Education | Efficiency and Outturn | <p>External Placements</p> <p>This is a continuation from the 2018/2019 approved saving relating to a reduction in expenditure following on from less children and young people being placed in external provision for their education, in line with the policy to educate and care for as many of our children within South Lanarkshire as is possible while still being needs led.</p> <p>An analysis of the suitability of the current placements has been undertaken which has allowed the Service to place as many children as possible within the South Lanarkshire area, for example the Kear Campus or ASN schools. This is in line with the mainstreaming strategy and the trend experienced across recent years.</p> <p>A saving of £0.300m was approved for financial year 2018/2019. A further saving of £0.050m has been identified for 2019/2020.</p> | - | 0.050 |
| EDR04 | Early Years | Efficiency and Outturn | <p>Early Years Realignment of Early Learning and Childcare Income</p> <p>Early Years has offered increased flexibility to parents and families through the provision of extended Early Learning and Childcare (ELC) provision across our nursery classes and stand-alone</p> | - | 0.150 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---|--------------|-----------|
| | | | <p>establishments over the last few years as part of our strategy of ELC expansion. This provides families with the ability to align with the needs of the child in the context of their families and in support of employment.</p> <p>Chargeable places are available beyond the statutory provision in certain nursery classes and stand-alone establishments and parents and families have been able to access these places over the years, and rely on these places, to support their childcare requirements.</p> <p>It is proposed to increase the budget in line with income levels and trends over the last few years. This proposed saving of £0.150m will have no impact on service delivery.</p> <p>As a result of the full implementation of 1140 hours within Early Learning and Childcare in 2020, the number of chargeable places available will reduce. This is therefore a temporary saving and the budget will require to be reinstated.</p> | | |
| EDR05 | Support | Efficiency and Outturn | <p>Implementation of EDRMS and Review of Business Support</p> <p>The proposal would see the introduction of EDRMS (Electronic Data and Records Management Systems) across Support Services within Education Resources.</p> | 4.0 | 0.100 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------------------|--|---|--------------|-----------|
| | | | <p>Through the implementation of EDRMS, a saving of £0.040m and 2 FTE Grade 1 posts can be generated through more efficient document processing and storage, and streamlining of business support activities.</p> <p>The Council currently utilises EDRMS across a number of other Resources, and the benefits realised to date include efficiencies generated through paperless, mobile and flexible working, reductions in administration costs (including printing and stationery costs), and the encouragement for standard processes to be adopted. Through the use of IT systems, efficiencies will be realised through enabling self-service and removing duplication of tasks.</p> <p>In addition, following consideration of the management structure within the Central Administration Team, a saving of £0.060m can be realised from the removal of 2 FTE Grade 2 posts, whilst still enabling the provision of adequate support to all Services.</p> | | |
| EDR06 | Inclusive Education | Efficiency and Outturn | <p>Learning Community Service Realignment</p> <p>The proposal is to remove 4 FTE vacant posts within the Extended Learning Community service which have been vacant for some time. The service has recently been realigned within the Inclusion Service and the new structure will introduce a more efficient and cohesive service for children and young people with targeted specialist support linking to inclusion.</p> <p>A range of planning and practice guidance has been developed to build capacity across the workforce to effectively meet the needs of children with additional support needs, including the Framework for Inclusion and Equality, Dyslexia Guidance, Autism Spectrum Disorder (ASD) consultation. Attachment informed practice is increasingly a feature of the work of schools, facilitating a positive and inclusive response to a broad range of needs. Realignment of the service will promote an integrated and consistent approach to support for learning with resources directed to school level.</p> <p>As these posts have been vacant there will be no impact on the Council's pupil teacher ratio.</p> | 4.0 | 0.190 |
| EDR07 | Support | Efficiency and Outturn | <p>Realignment of Expenditure Budgets and Income Generation</p> <p>Through consideration of expenditure levels in previous years, efficiency savings of £0.345m are achievable in 2019/2020 within the following areas:</p> <ul style="list-style-type: none"> • Travel and subsistence budgets • Utilisation of newly qualified teachers • Pest control budget | - | 0.370 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------|--|--|--------------|-----------|
| | | | <ul style="list-style-type: none"> • Catering • Scottish Qualifications Authority costs • Telephones • Continued Professional Development <p>In addition, it is proposed that an income budget be established in order to recognise income received of £0.025m per annum from the Scottish Government for the administration and management of the Education Maintenance Allowance.</p> <p>This will result in an overall saving of £0.370m being realised in 2019/2020.</p> | | |
| EDR08 | All | Efficiency and Outturn | <p>Energy Consumption</p> <p>Through a reduction in energy consumption as a result of a continued programme of energy efficient measures being adopted in schools and other Education establishments, a saving of £0.100m can be achieved.</p> <p>Consumption levels for gas has decreased due to ongoing programmes of efficiency, including temperature control, implementing new infrastructure through the Central Energy Efficiency Fund programme and the energy management system.</p> | - | 0.100 |
| EDR09 | Early Years | Efficiency and Outturn | <p>Teachers in Early Learning and Childcare</p> <p>South Lanarkshire Council nurseries offer the following operating models:</p> <ul style="list-style-type: none"> • 20 morning and 20 afternoon places (20/20) • 30 morning and 30 afternoon places (30/30) • 40 morning and 40 afternoon places (40/40) • 50 morning and 50 afternoon places (50/50) • 60 morning and 60 afternoon places (60/60) | - | 0.112 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---|--------------|-----------|
| | | | <p>Currently, children in 20/20 and 30/30 nurseries have access to a teacher four days in the week. Children attending other establishments have access to a teacher five days in the week.</p> <p>Through the replacement of the equivalent of 1 day (0.2 FTE) of Early Years Teachers with 0.2 FTE of Early Years Workers in 40/40, 50/50 and 60/60 establishments, a saving of £0.112m can be generated through the differential in cost, whilst ensuring that the necessary ratios are maintained. This will align the provision of Early Years Teachers in 40/40, 50/50 and 60/60 establishments to the current provision within 20/20 and 30/30 nurseries, which has already been successfully implemented.</p> <p>The reduction in the number of children in each nursery, and the current expansion in Early Learning and Childcare provision each day as a consequence of the increase to 1,140 hours, will ensure the provision of access to a teacher for children is sustained.</p> | | |
| EDR10 | Schools | Efficiency and Outturn | <p>Secondary School Staffing</p> <p>In preparation for the delivery of the Scottish Government ambitions around Education Governance and Fair Funding to Achieve Excellence and Equity in Education in schools, and the roll out of the Head Teachers Charter, it is proposed that through a move towards greater local decision making in schools on structure and management roles a reduction in the overall costs of the teaching establishment can be managed.</p> <p>Consultation on Education Governance pointed towards Head Teachers having greater flexibility around how their schools are run. It is proposed that through working with Head Teachers the principles of the policy intent can start to be delivered and efficiencies achieved. Greater flexibility will allow</p> | 7.0 | 0.300 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--|---------|--|--|--------------|--------------|
| | | | <p>Head Teachers to identify the most effective deployment of staff and, in doing so, it is anticipated they will be able to achieve some small scale efficiencies within their staffing models.</p> <p>Through implementation of the above, a saving of £0.300m will be realised in 2019/2020.</p> <p>Specific and dedicated teaching and support staff have been added to the establishment in 2018/2019 in relation to mainstream and additional support needs. This investment will continue to ensure that these target areas continue to be supported.</p> <p>The saving will result in a reduction of 7 FTE teaching staff.</p> | | |
| Total Education Resources' Efficiency and Outturn Savings 2019/2020 | | | | 15.0 | 1.709 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Education Resources' Service Impact Savings

| | | | | | |
|--|---------|----------------|---|-------------|--------------|
| EDR11 | Schools | Service Impact | <p>Targeted Class Sizes Support – Primary 1</p> <p>Based on expected configurations, all Primary 1 class sizes will move to 25 pupils, taking this to the appropriate statutory level. The saving will be achieved by removing the class size reduction from primary 1, and instead provide targeted class size reduction support to primary 1 children where required. Consequently, 10 schools will see the class size reduction teacher removed.</p> <p>The Council will continue to maintain the required Pupil Teacher Ratio through ensuring that the reduction in posts are offset with necessary cover staff.</p> <p>All children will continue to have access to, and benefit from, a teacher in the Early Years setting, in advance of starting primary 1.</p> | 10.0 | 0.280 |
| Total Education Resources' Service Impact Savings 2019/2020 | | | | 10.0 | 0.280 |
| Total Education Resources' Savings Proposals 2019/2020 | | | | 25.0 | 2.129 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

| Education Resources' Savings Summary Across Categories | | | | FTE | £m |
|---|--|--|--|-------------|--------------|
| Approved | | | | - | 0.140 |
| Efficiency and Outturn | | | | 15.0 | 1.709 |
| Charging | | | | - | 0.000 |
| Service Impact | | | | 10.0 | 0.280 |
| Education Resources' Savings Proposals 2018/2019 | | | | 25.0 | 2.129 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Finance and Corporate Resources' Savings Proposals 2019/2020

Finance and Corporate Resources' Efficiency and Outturn Savings

| | | | | | |
|-------|----|------------------------|--|------|-------|
| FCR01 | IT | Efficiency and Outturn | <p>IT Services</p> <p>This saving will be achieved through the following efficiencies across the Service:</p> <ul style="list-style-type: none"> Reduction in the number of end-user devices (PCs, laptops, tablets and phones) provided to Resources: IT Services, in liaison with Resources, monitor the usage of end-user devices and areas of low usage have been identified. Through reducing the number of devices, where low usage has been identified, savings of £0.100m in lease and licensing costs are anticipated. Storage – to reduce storage costs, IT Services will remove any non-priority back up storage beyond immediate requirements, and also look more to external solutions where possible (such as cloud). Rationalisation of the files that are held will be required to meet corporate retention standards, which will be relevant to each service (£0.050m). Reduction of non-core IT tasks (1 FTE) – These include writing and generating reports, efficiencies in managing contracts and 3rd parties on behalf of customers, opening tickets on behalf of customers and resolving data-related issues. This will have minimal impact on Council services delivered (£0.050m). Introduction of self-service (2 FTE) – Self-service capabilities will be introduced on management tools and the South Lanarkshire intranet to enable employees to access training links directly, and provide responses to Frequently Asked Questions, in order to reduce the volume of requests received by the IT Service Desk. The intranet will also now include details of any planned downtime for IT Systems, which should further reduce the number of calls received by the IT Service Desk. In addition, self-service capabilities will be made available to raise new service desk tickets directly on the system. This will realise a saving of £0.060m. Staffing (9 FTE) – In addition, through the consideration and realignment of duties, and consideration of vacancies, a further saving of £0.440m and 9 FTE can be achieved. Each financial year, a list of potential projects are identified through discussion with Resources. These projects are prioritised on the basis of risk to the Council. Those works considered to be of lesser priority will be reprogrammed for future years. Higher priority projects will continue to be progressed immediately at the start of the financial year. <p>There are 120.1 FTE posts within IT Services. This saving proposes a reduction of 12 FTE posts to 108.1 FTE, saving £0.550m per annum, from a staffing budget of £5.304m.</p> | 12.0 | 0.700 |
|-------|----|------------------------|--|------|-------|

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | | | | Employee FTE | Saving £m | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|-------------------------------------|--|---|--|--|--|--------------|-----------|-----------|---------------|---------|-----|-------|-----|---------|-----|-------|-----|---------|-----|-------|-----|---------|-----|-------|-----|-------|------|-------|-----|--|--|
| | | | <table><tr><th>Grade</th><th>FTE</th><th>Saving £m</th><th>FTE Vacancies</th></tr><tr><td>Grade 5</td><td>1.0</td><td>0.080</td><td>1.0</td></tr><tr><td>Grade 4</td><td>1.0</td><td>0.060</td><td>0.0</td></tr><tr><td>Grade 3</td><td>7.0</td><td>0.320</td><td>3.0</td></tr><tr><td>Grade 2</td><td>3.0</td><td>0.090</td><td>0.0</td></tr><tr><td>Total</td><td>12.0</td><td>0.550</td><td>4.0</td></tr></table> | | | | Grade | FTE | Saving £m | FTE Vacancies | Grade 5 | 1.0 | 0.080 | 1.0 | Grade 4 | 1.0 | 0.060 | 0.0 | Grade 3 | 7.0 | 0.320 | 3.0 | Grade 2 | 3.0 | 0.090 | 0.0 | Total | 12.0 | 0.550 | 4.0 | | |
| Grade | FTE | Saving £m | FTE Vacancies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 5 | 1.0 | 0.080 | 1.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 4 | 1.0 | 0.060 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 3 | 7.0 | 0.320 | 3.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 2 | 3.0 | 0.090 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 12.0 | 0.550 | 4.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FCR02 | Administration, Legal and Licensing | Efficiency and Outturn | <p>Cambuslang Childcare Project The £0.084m current funding to Cambuslang Childcare Project (CCP) funds a free 0-3 year old nursery service for parents in the Cairns / Cambuslang area. The core grant also covers management, administration and staffing costs etc.</p> <p>Following discussions with CCP, the provision of free places for 0-3 year olds will be replaced with places for 3-5 year olds, funded through partnership nursery arrangements. CCP have agreed that this will be manageable over a two year period with a saving of £0.044m achievable in 2019/2020.</p> <p>Education Resources have confirmed there is sufficient capacity in the area for paid 0-3 year old nursery provision with Westburn Nursery School nearby.</p> <p>A further saving of £0.040m is achievable in 2020/2021 from the complete removal of the current funding for the 0-3 year old service.</p> | | | | - | 0.044 | | | | | | | | | | | | | | | | | | | | | | | | |
| FCR03 | Finance | Efficiency and Outturn | <p>Finance Services Staffing Structure Through the continued consideration of the management structure across services, reducing workload and considering more efficient financial monitoring, further efficiencies will be realised in 2019/2020.</p> | | | | 20.6 | 0.701 | | | | | | | | | | | | | | | | | | | | | | | | |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------------|-------------------------------------|--|--|--------------|-----------|-----------|---------------|----------|--|--|--|---------|-----|-------|-----|---------|-----|-------|-----|---------|-----|-------|-----|----------------|-----|-------|-----|--------------|--|--|--|---------|-----|-------|-----|---------|-----|-------|-----|---------|-----|-------|-----|--------------------|------|-------|-----|---------------|------|-------|-----|--|--|
| | | | <p>Within Transactions, a number of initiatives are resulting in a reduction in the administrative processes and the removal of a number of non-essential tasks. The expansion of e-invoicing will help to further reduce the administrative processes required for processing invoices due to the payment process requiring lower levels of intervention from staff. A new streamlined structure for teams ordering goods and supplies, previously aligned to individual Resources, will result in reduced management overheads and economies of scale. A continued focus on improving productivity and use of technology will also contribute towards efficiencies. In addition, economies of scale will be achieved through better integration of individual Resource Transaction teams, and through the continued focus on improving productivity across the teams.</p> <p>It is expected that these will be managed partly through consideration of temporary posts, the non-filling of vacancies and redeployment opportunities where necessary.</p> <p>There are 174.9 FTE posts within Finance Strategy and Transactions Services. This saving proposes a reduction of 20.6 FTE posts to 154.3 FTE and will generate a saving of £0.701m per annum, from a staffing budget of £6.229m.</p> <table><tr><th>Grade</th><th>FTE</th><th>Saving £m</th><th>FTE Vacancies</th></tr><tr><td>Strategy</td><td></td><td></td><td></td></tr><tr><td>Grade 3</td><td>3.0</td><td>0.150</td><td>3.4</td></tr><tr><td>Grade 2</td><td>4.5</td><td>0.158</td><td>2.0</td></tr><tr><td>Grade 1</td><td>0.5</td><td>0.014</td><td>0.0</td></tr><tr><td>Total Strategy</td><td>8.0</td><td>0.322</td><td>5.4</td></tr><tr><td>Transactions</td><td></td><td></td><td></td></tr><tr><td>Grade 3</td><td>1.5</td><td>0.077</td><td>0.5</td></tr><tr><td>Grade 2</td><td>5.7</td><td>0.180</td><td>0.0</td></tr><tr><td>Grade 1</td><td>5.4</td><td>0.122</td><td>0.6</td></tr><tr><td>Total Transactions</td><td>12.6</td><td>0.379</td><td>1.1</td></tr><tr><td>Total Finance</td><td>20.6</td><td>0.701</td><td>6.5</td></tr></table> | Grade | FTE | Saving £m | FTE Vacancies | Strategy | | | | Grade 3 | 3.0 | 0.150 | 3.4 | Grade 2 | 4.5 | 0.158 | 2.0 | Grade 1 | 0.5 | 0.014 | 0.0 | Total Strategy | 8.0 | 0.322 | 5.4 | Transactions | | | | Grade 3 | 1.5 | 0.077 | 0.5 | Grade 2 | 5.7 | 0.180 | 0.0 | Grade 1 | 5.4 | 0.122 | 0.6 | Total Transactions | 12.6 | 0.379 | 1.1 | Total Finance | 20.6 | 0.701 | 6.5 | | |
| Grade | FTE | Saving £m | FTE Vacancies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Strategy | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 3 | 3.0 | 0.150 | 3.4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 2 | 4.5 | 0.158 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 1 | 0.5 | 0.014 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Strategy | 8.0 | 0.322 | 5.4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transactions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 3 | 1.5 | 0.077 | 0.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 2 | 5.7 | 0.180 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 1 | 5.4 | 0.122 | 0.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Transactions | 12.6 | 0.379 | 1.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Finance | 20.6 | 0.701 | 6.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FCR04 | Administration, Legal and Licensing | Efficiency and Outturn | <p>Legal and Licensing Staffing Structure</p> <p>The continued implementation of revised working practices and better use of available technology allows a reduction in staffing of 2.9 FTE posts, saving £0.130m in 2019/2020.</p> | 2.9 | 0.130 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m | | | | | | | | | | | | | | | | |
|--------------------|----------------------------|--|---|--------------|-----------|-----------|---------------|---------|-----|-------|-----|---------|-----|-------|-----|--------------|------------|--------------|------------|--|--|
| | | | <p>There are 62.7 FTE posts within Legal and Licensing and Registration Services. This saving proposes a reduction of 2.9 FTE posts to 59.8 FTE, saving £0.130m per annum, from a staffing budget of £2.555m.</p> <table><tr><th>Grade</th><th>FTE</th><th>Saving £m</th><th>FTE Vacancies</th></tr><tr><td>Grade 5</td><td>1.0</td><td>0.086</td><td>0.0</td></tr><tr><td>Grade 1</td><td>1.9</td><td>0.044</td><td>1.9</td></tr><tr><td>Total</td><td>2.9</td><td>0.130</td><td>1.9</td></tr></table> | Grade | FTE | Saving £m | FTE Vacancies | Grade 5 | 1.0 | 0.086 | 0.0 | Grade 1 | 1.9 | 0.044 | 1.9 | Total | 2.9 | 0.130 | 1.9 | | |
| Grade | FTE | Saving £m | FTE Vacancies | | | | | | | | | | | | | | | | | | |
| Grade 5 | 1.0 | 0.086 | 0.0 | | | | | | | | | | | | | | | | | | |
| Grade 1 | 1.9 | 0.044 | 1.9 | | | | | | | | | | | | | | | | | | |
| Total | 2.9 | 0.130 | 1.9 | | | | | | | | | | | | | | | | | | |
| FCR05 | Communication and Strategy | Efficiency and Outturn | <p>Advertising Expenditure</p> <p>A reduction in advertising expenditure across the Council has been experienced through greater use of more modern and cost-effective advertising techniques.</p> <p>Through the realignment of the advertising budget to reflect current expenditure and the continued use of cost-effective advertising techniques, i.e. digital, and less reliance on newspapers etc, a saving of £0.105m across the Council can be realised in 2019/2020.</p> <p>The advertising of statutory notices will continue and steps have been taken to minimise their cost. The saving will be realised in non-statutory areas, in particular recruitment and display advertisements.</p> <p>There is no impact on staffing from this saving.</p> | - | 0.105 | | | | | | | | | | | | | | | | |
| FCR06 | Finance | Efficiency and Outturn | <p>Benefits and Revenues and Customer Contact Centre Staffing</p> <p>Savings totalling £0.300m and 11.0 FTE are achievable in 2019/2020 through the development of online forms, reductions in Benefit workload and the consideration of vacancies across the Service.</p> | 11.0 | 0.300 | | | | | | | | | | | | | | | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------------------------------|----------------------------|--|--|--------------|-----------|-----------|---------------|------------------------------|--|--|--|---------|-----|-------|-----|------------------------------------|------------|--------------|------------|-------------------------|--|--|--|---------|-----|-------|-----|---------|-----|-------|-----|-------------------------------|------------|--------------|------------|--------------|-------------|--------------|------------|--|--|
| | | | <p>This includes going live with the Council Tax MyAccount which will reduce the volume of account enquiry contact and move customers to online channels, and implementing additional integrated forms reducing the number of calls which require to be transferred within the Customer Service Centre teams.</p> <p>There are 282.6 FTE posts within Benefits and Revenues and Customer Contact Services. This saving proposes a reduction of 11 FTE posts to 271.6 FTE, saving £0.300m per annum, from a staffing budget of £7.911m.</p> <table><tr><th>Grade</th><th>FTE</th><th>Saving £m</th><th>FTE Vacancies</th></tr><tr><td>Benefits and Revenues</td><td></td><td></td><td></td></tr><tr><td>Grade 2</td><td>7.0</td><td>0.200</td><td>5.0</td></tr><tr><td>Total Benefits and Revenues</td><td>7.0</td><td>0.200</td><td>5.0</td></tr><tr><td>Customer Contact</td><td></td><td></td><td></td></tr><tr><td>Grade 2</td><td>2.0</td><td>0.060</td><td>1.0</td></tr><tr><td>Grade 1</td><td>2.0</td><td>0.040</td><td>1.0</td></tr><tr><td>Total Customer Contact</td><td>4.0</td><td>0.100</td><td>2.0</td></tr><tr><td>Total</td><td>11.0</td><td>0.300</td><td>7.0</td></tr></table> | Grade | FTE | Saving £m | FTE Vacancies | Benefits and Revenues | | | | Grade 2 | 7.0 | 0.200 | 5.0 | Total Benefits and Revenues | 7.0 | 0.200 | 5.0 | Customer Contact | | | | Grade 2 | 2.0 | 0.060 | 1.0 | Grade 1 | 2.0 | 0.040 | 1.0 | Total Customer Contact | 4.0 | 0.100 | 2.0 | Total | 11.0 | 0.300 | 7.0 | | |
| Grade | FTE | Saving £m | FTE Vacancies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits and Revenues | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 2 | 7.0 | 0.200 | 5.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Benefits and Revenues | 7.0 | 0.200 | 5.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Contact | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 2 | 2.0 | 0.060 | 1.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grade 1 | 2.0 | 0.040 | 1.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Customer Contact | 4.0 | 0.100 | 2.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 11.0 | 0.300 | 7.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FCR07 | Communication and Strategy | Efficiency and Outturn | <p>Printing and Software Efficiencies</p> <p>Through the introduction of changes to current printing and software arrangements, a saving of £0.030m can be achieved in 2019/2020.</p> <p>This will include the cessation of printing of The View, with a digital option being made available.</p> | - | 0.030 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FCR08 | Personnel | Efficiency and Outturn | <p>Personnel Services Staffing Structure</p> <p>Through the consideration and realignment of duties, and consideration of vacancies, savings can be realised within Personnel Services. This includes a reduction of 1 FTE vacant management post, as teams are merged for a more coordinated service delivery.</p> <p>In addition, the use of online forms with better integration into back office systems and increased self-service for employees and managers, including the ability to amend employee hours and location, and completion of the regrading process, will allow further efficiencies to be achieved.</p> | 6.0 | 0.210 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m | | | | | | | | | | | | | | | | | | | | |
|--------------------|-----------|--|--|--------------|-----------|-----------|---------------|---------|-----|-------|-----|---------|-----|-------|-----|---------|-----|-------|-----|-----------------|-----|-------|-----|--|--|
| | | | <div>There are 173.9 FTE posts within Personnel Services. This saving proposes a reduction of 6 FTE posts to 167.9 FTE, saving £0.210m per annum, from a staffing budget of £5.875m.</div> <table><tr><th>Grade</th><th>FTE</th><th>Saving £m</th><th>FTE Vacancies</th></tr><tr><td>Grade 3</td><td>2.0</td><td>0.100</td><td>1.0</td></tr><tr><td>Grade 2</td><td>2.0</td><td>0.070</td><td>0.0</td></tr><tr><td>Grade 1</td><td>2.0</td><td>0.040</td><td>2.0</td></tr><tr><td>Total Personnel</td><td>6.0</td><td>0.210</td><td>3.0</td></tr></table> | Grade | FTE | Saving £m | FTE Vacancies | Grade 3 | 2.0 | 0.100 | 1.0 | Grade 2 | 2.0 | 0.070 | 0.0 | Grade 1 | 2.0 | 0.040 | 2.0 | Total Personnel | 6.0 | 0.210 | 3.0 | | |
| Grade | FTE | Saving £m | FTE Vacancies | | | | | | | | | | | | | | | | | | | | | | |
| Grade 3 | 2.0 | 0.100 | 1.0 | | | | | | | | | | | | | | | | | | | | | | |
| Grade 2 | 2.0 | 0.070 | 0.0 | | | | | | | | | | | | | | | | | | | | | | |
| Grade 1 | 2.0 | 0.040 | 2.0 | | | | | | | | | | | | | | | | | | | | | | |
| Total Personnel | 6.0 | 0.210 | 3.0 | | | | | | | | | | | | | | | | | | | | | | |
| FCR09 | Personnel | Efficiency and Outturn | Provision of Employee Training Efficiencies will be delivered through a realignment of budget for the current provision of employee training. This reflects a reduction in cost over recent financial years with the level of training remaining the same. This has been achieved through better value for money from greater use of internal resources available as opposed to the purchase of external training provision. | - | 0.040 | | | | | | | | | | | | | | | | | | | | |
| FCR10 | Personnel | Efficiency and Outturn | Employability Programmes Across employability programmes, including the Scottish Government Fair Start Scotland Programme, the same number of (and in some cases more) clients will continue to be supported, at a lower cost to the Council. The Council is developing a suite of online support materials to assist individuals. This will allow more clients to meet their needs through self-service routes at a reduced cost. The reduction in youth unemployment figures at both a national and local level has also led to a reduction in the level of clients requiring support through the Youth Employment Enterprise Programme. | - | 0.360 | | | | | | | | | | | | | | | | | | | | |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------------------------------|--|---|--------------|-----------|
| | | | <p>This programme will continue to be delivered to clients requiring support in line with the current reduced demands of the service. Again, this is at a reduced cost to the Council.</p> <p>Finally, the introduction of Fair Start Scotland by the Scottish Government brings in support for their target groups (particularly around Health), who would otherwise have been placed in a number of Council programmes. The creation of this new programme has allowed the Council to redirect clients, where they meet the necessary criteria, reducing the number of clients requiring multiple supports and reducing associated expenditure.</p> <p>The introduction of Fair Start Scotland has enabled the cessation of the Working Matters Programme, previously delivered by Routes to Work South on behalf of the Council. This programme previously targeted the same client group as that being supported by Fair Start Scotland.</p> <p>In 2018/2019, employability programmes are expected to engage with more than 2,200 individuals. By using on-line tools, including self-service, the number of individuals engaging with and benefitting from the Employability Programme of the Council and its partners, will continue to at least this level going forward.</p> <p>As a result, the overall Council Employability Programme can continue to be delivered for £0.360m less from 2019/2020.</p> | | |
| FCR11 | Administration, Legal and Licensing | Efficiency and Outturn | <p>Landlord Registration A saving of £0.080m can be generated through the income budget for Landlord Registration Fees.</p> <p>The Landlord Registration fee is statutory and is currently set at £55. There is ongoing consultation from the Scottish Government which is looking to increase the fee to £70.</p> <p>Further to this, through the creation of an additional 1.0 FTE Licensing Standards Officer (LSO) post (£0.040m), an increase in income can be generated in 2019/2020.</p> <p>The overall increase in budgeted income is anticipated to be £0.120m in 2019/2020, with a net saving of £0.080m achievable through the creation of the LSO post.</p> | (1.0) | 0.080 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|-------------------------------------|--|--|--------------|-----------|
| FCR12 | Personnel | Efficiency and Outturn | Personnel Services Information at Work There has been a reduction in the cost of Information at Work Licensing and Support. As a result, a saving of £0.020m can be realised in 2019/2020 through realigning the budget in line with the current expenditure being incurred. | - | 0.020 |
| FCR13 | Communication and Strategy | Efficiency and Outturn | Communications and Strategy Services Staffing Structure Through the removal of two vacant 0.5 FTE posts from the current structure, a saving of £0.020m is achievable in 2019/2020. This will have no impact on current service delivery. There are 41.7 FTE posts within Communications and Strategy Services. This saving proposes a reduction of 1 FTE posts to 40.7 FTE, saving £0.020m per annum, from a staffing budget of £1.765m. | 1.0 | 0.020 |
| FCR14 | Administration, Legal and Licensing | Efficiency and Outturn | Personal Liquor License The current charge for a Personal Liquor License is £50. This is set by statute from the Scottish Government. Through the 10 year renewal of Personal Liquor Licenses, 645 licenses are due to be renewed in August 2019. This will realise a one off saving of £0.032m in 2019/2020. As the license renewals will not recur into the following year, this is not an ongoing saving moving forward, and the budget will require to be adjusted to reflect this. The budget of £0.032m will have to be reinstated in 2020/2021. | - | 0.032 |
| FCR15 | Administration, Legal and Licensing | Efficiency and Outturn | Reduction in Property Costs and Administration Budgets and Increased Income This saving will be realised through a reduction in the following areas: | - | 0.077 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--|---------|--|---|--------------|--------------|
| | | | <p>Legal - Membership Fees / Subscriptions - £0.017m saving from £0.038m budget Legal - Legal Expenses - £0.006m saving from £0.046m budget Legal - Furniture - £0.003m saving from £0.003m budget Administration - Other Admin Costs - £0.022m saving from £0.022m budget Administration - Conferences - £0.007m saving from £0.016m budget Licensing and Registration - Security Costs (from the reduced need for collection of cash from licensing and registration offices) - £0.010m saving from £0.012m budget Licensing and Registration - Printing and Stationery - £0.003m from £0.009m budget</p> <p>These budgets have underspent in previous financial years and are no longer required from 2019/2020 and beyond.</p> <p>In addition, a number of other Local Authorities use Ceremony Officers. These are mainly retired registrars who carry out ceremonies and pre-ceremony meetings for a flat fee, in the region of £70. Through creating a supply pool of suitably experienced individuals, the service would be able to offer ceremonies during a wider range of days and at more flexible times including evenings outwith office hours. Given that this is a growing market, a net saving of £0.009m is achievable in ceremonies income in 2019/2020.</p> | | |
| FCR16 | Finance | Efficiency and Outturn | <p>Reduction in Overpayments The Council has a net budget of £1.4m in 2018/2019 in relation to the cost of overpayments as part of the administration of Housing Benefit payments. Significant underspends have been achieved in recent financial years in relation to this budget ranging from £0.115m in 2015/2016 to £0.657m in 2017/2018.</p> <p>Following the migration to Universal Credit, the expenditure on overpayments is anticipated to continue to reduce. This saving proposes that the budget be realigned in 2019/2020 to reflect the current expenditure anticipated in 2018/2019, yielding an annual saving of £0.220m.</p> | - | 0.220 |
| Total Finance and Corporate Resources' Efficiency and Outturn Savings 2019/2020 | | | | 52.5 | 3.069 |
| Total Finance and Corporate Resources' Savings Proposals 2019/2020 | | | | 52.5 | 3.069 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
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Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
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| Finance and Corporate Resources' Savings Summary Across Categories | | | | FTE | £m |
|---|--|--|--|-------------|--------------|
| Approved | | | | - | 0.000 |
| Efficiency and Outturn | | | | 52.5 | 3.069 |
| Charging | | | | - | 0.000 |
| Service Impact | | | | - | 0.000 |
| Finance and Corporate Resources' Savings Proposals 2019/2020 | | | | 52.5 | 3.069 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
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Housing and Technical Resources' Savings 2019/2020

Housing and Technical Resources' Efficiency and Outturn Savings

| | | | | | |
|-------|----------|------------------------|--|-----|-------|
| HTR01 | Property | Efficiency and Outturn | Termination of Lease, Royal Burgh House, Rutherglen As a result of the closure of Royal Burgh House in June 2018, a saving of £0.750m has been generated in relation to charges associated with the operation of the building, including rental charges and facilities management costs. | - | 0.750 |
| HTR02 | Property | Efficiency and Outturn | Planned and Reactive Maintenance Housing and Technical Resources hold the budget for planned maintenance across all Council Non Housing properties. Savings can be realised through the development and implementation of new procurement and delivery processes, which will generate savings through economies of scale and the identification of further efficiencies within the current programme. In addition, savings will be generated by extending the programming of works to maximise the lifecycle of existing building elements. The 2018/2019 Budget Allocation for planned and reactive maintenance is £6.870m, and includes works such as internal painting of high use areas, cleaning of external property facades and kitchen canopy cleaning. | - | 0.130 |
| HTR03 | Property | Efficiency and Outturn | Property Assets Structure Through consideration of the current structure within Property Assets, and based on future workload requirements and a change in operating arrangements, a saving can be achieved through the removal of 1 FTE Property Investment Adviser post (Grade 4 Level 9). In addition, a further 0.5 FTE vacancy (Grade 2 Level 2) has been identified within the Service for removal from 2019/2020. | 1.5 | 0.075 |
| HTR04 | Property | Efficiency and Outturn | Building Services Management Structure | 4.0 | 0.125 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m | | | | | | | | | | | | |
|--------------------|----------|--|---|--------------|-----------|-----------|---------------|---------|------|-------|------|---------|------|-------|------|-----|-------|
| | | | <p>Through consideration of the current management structure within Building Services, a saving of £0.125m can be realised through the rationalisation and realignment of the Building Services Co-ordinator and Building Services Officer structure.</p> <p>The revised management structure will be developed by the end of 2018 and put in place for financial year 2019/2020, as part of which roles will be re-defined and clarified. Whilst this will result in managers having an increased span of control, there will be no detrimental impact on front line service delivery.</p> <p>The saving will be realised from a reduction of 4 FTE Grade 3 Level 2 posts.</p> | | | | | | | | | | | | | | |
| HTR05 | Property | Efficiency and Outturn | <p>Renegotiation of Lease at Cambuslang Gate</p> <p>Renegotiation of the current Head Lease agreement for Cambuslang Gate has recently concluded, resulting in a saving of £0.095m per annum from 2019/2020 in relation to reduced rental costs of the property.</p> <p>The revised lease agreement was presented to Housing and Technical Resources Committee on 31 October 2018 for approval.</p> | - | 0.095 | | | | | | | | | | | | |
| HTR06 | All | Efficiency and Outturn | <p>Vacant Posts</p> <p>Through consideration of current vacancies within Housing and Technical Resources, a saving of £0.268m can be realised as follows:</p> <ul style="list-style-type: none">CCTV Operatives – following the introduction of a new 12 hour shift pattern being implemented, removal of 1.96 FTE from the current establishment can be achieved.Surveyors – As a result of forecasting future workload demands, and the realignment of work between the remainder of the Surveyors, 1.63 FTE of vacant posts can be removed from the establishment with no impact on service delivery.Technical Assistants – following the realignment of work between the remaining employees with no impact on service provision, the removal of 2.55 FTE vacant posts can be achieved.Further minor vacant posts across the Resource have also been identified, totalling 2.07 FTE. <table><tr><th>Grade</th><th>FTE</th><th>Saving £m</th><th>FTE Vacancies</th></tr><tr><td>Grade 3</td><td>2.62</td><td>0.118</td><td>2.62</td></tr><tr><td>Grade 2</td><td>2.73</td><td>0.094</td><td>2.73</td></tr></table> | Grade | FTE | Saving £m | FTE Vacancies | Grade 3 | 2.62 | 0.118 | 2.62 | Grade 2 | 2.73 | 0.094 | 2.73 | 8.2 | 0.268 |
| Grade | FTE | Saving £m | FTE Vacancies | | | | | | | | | | | | | | |
| Grade 3 | 2.62 | 0.118 | 2.62 | | | | | | | | | | | | | | |
| Grade 2 | 2.73 | 0.094 | 2.73 | | | | | | | | | | | | | | |

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| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | | | | Employee FTE | Saving £m |
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| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Housing and Technical Resources' Service Impact Savings

| | | | | | |
|-------|---------|----------------|---|-----|-------|
| HTR08 | Housing | Service Impact | <p>Provision of Anti-Social Behaviour Service</p> <p>Through consideration of tasks completed by the central Anti-Social Behaviour Service, which includes the Community Wardens, Anti-Social Investigation Team and Mediation, a saving of £0.035m can be realised. Although timescales will be affected, all service requests assessed as requiring action will still be completed, either by the Anti-Social Behaviour Service or through partner agencies.</p> <p>This will result in the reduction of 3 FTE Community Warden posts which will be achieved through a combination of natural turnover and redeployment. The reduction in employees will have an impact on the frequency of patrols being carried out, and will also affect the response times for the Investigative Support Team reacting to incidents.</p> <p>The FTE shown reflects the full impact of the saving however, as the Service is part funded by the HRA, the impact on the General Services budget is £0.035m.</p> <p>There are 33.1 FTE posts, including 15 FTE Community Warden posts, within the Service. This saving proposes a reduction of 3 FTE Community Wardens.</p> | 3.0 | 0.035 |
| HTR09 | Housing | Service Impact | <p>Community Safety Partnership</p> <p>It is proposed to reduce the Community Safety budget by £0.020m (8% of the current budget). The saving will be achieved through consideration of the way services are commissioned and delivered.</p> <p>It is also proposed to re-align the Community Safety Analyst to a vacant post within the Housing and Technical Resources Strategy and Support structure, which is HRA funded. This will ensure that maximum benefit is derived from the Analyst post across the Resource, whilst continuing to support the Community Safety Partnership. From realigning this position, a saving of £0.020m can be realised in 2019/2020.</p> | 1.0 | 0.040 |
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Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--|---------|--|---------------------------------------|--------------|--------------|
| Total Housing and Technical Resources' Service Impact Savings 2019/2020 | | | | 4.0 | 0.075 |
| Total Housing and Technical Resources' Savings 2019/2020 | | | | 17.7 | 1.578 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

| Housing and Technical Resources' Savings Summary Across Categories | | | | FTE | £m |
|---|--|--|--|-------------|--------------|
| Approved | | | | - | 0.000 |
| Efficiency and Outturn | | | | 13.7 | 1.503 |
| Charging | | | | - | 0.000 |
| Service Impact | | | | 4.0 | 0.075 |
| Housing and Technical Resources' Savings Proposals 2019/2020 | | | | 17.7 | 1.578 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Social Work Resources' Savings 2019/2020

Social Work Resources' Efficiency and Outturn Savings

| | | | | | |
|-------|-------------------------|------------------------|--|-----|-------|
| SWR01 | Adult and Older People | Efficiency and Outturn | <p>Payments to Other Bodies A saving of £0.048m can be realised from Payments to Other Bodies that are no longer required:</p> <p><u>Dementia Training Provision (£0.040m)</u> Training previously delivered by Alzheimer's Scotland is now delivered in house. This had enabled a saving to be generated, while maintaining the level of staff training provision.</p> <p><u>Disability Information Service (£0.008m)</u> As a result of the cessation of service by DIAL (Disability Resource Centre Clydesdale), due to the organisation no longer operating, a saving has been realised. The contribution was previously used to deliver an information service to people with disabilities, which is now being delivered through other local and national organisations, including Take Control South Lanarkshire.</p> | - | 0.048 |
| SWR02 | Adult and Older People | Efficiency and Outturn | <p>Meals on Wheels Provision – Production of Meals Following the withdrawal of the Meals on Wheels service provision by the Royal Voluntary Service (RVS), changes have been implemented to current service delivery. This has resulted in frozen meals being provided to those requesting meals and forms part of their overall care package.</p> <p>This will enable a saving of £0.040m to be achievable in 2019/2020 in the production of meals.</p> | - | 0.040 |
| SWR03 | Performance and Support | Efficiency and Outturn | Administration Staffing Structure | 8.0 | 0.175 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|------------------------|--|--|--------------|-----------|
| | | | <p>From the consideration of current back office services and processes, a saving of £0.175m can be achieved in 2019/2020.</p> <p>Savings will be achieved through improvements in booking systems, merging of support tasks, streamlining of complaints and Freedom of Information processes, and the removal of vacant posts across the Service.</p> <p>There are 177.4 FTE administration posts within the current structure. This saving proposes a reduction of 8.0 FTE posts to 169.4 FTE, saving £0.175m per annum.</p> | | |
| SWR04 | Adult and Older People | Efficiency and Outturn | <p>In-House Care and Support Services The Care and Support Service supports adults with learning disabilities and a range of complex needs to stay in their own home, as independently as possible, so they can remain valued members of their communities. This is done in a number of ways including providing personal care and domestic support.</p> <p>As a result of the current demand for In House Care and Support Services, a saving of £0.260m in the costs of the Service has been identified.</p> <p>This reduction in costs reflects current care packages. These care packages are subject to thorough risk assessments and carried out in partnership with care and support staff and social work staff from locality teams. Service users will continue to receive the support and care that they require.</p> <p>The service currently has 39 service users. The saving reflects a reduction in costs for care packages for 4 service users – 2 of which are no longer required and 2 where there have been agreed changes to current care packages provided.</p> <p>The reduction in care hours required to be delivered will allow the removal of 8.9 FTE vacant posts from the structure, moving from 147.1 FTE to 138.2 FTE.</p> <p>The current net budget for this service is £4.510m.</p> | 8.9 | 0.260 |
| SWR05 | Adult and Older People | Efficiency and Outturn | <p>External Funding In 2018/2019, South Lanarkshire Health and Social Care Partnership allocated £2.2m from Social Care Fund monies to meet the recurring cost of additional care home placements created between 2011 and</p> | - | 0.100 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--|-------------------------|--|---|--------------|-----------|
| | | | <p>2016. These placements were in addition to the number of placements that could be supported from the core Social Work budget.</p> <p>This level of funding will continue into 2019/2020, however, due to the level of demand, there is an anticipated reduction in the required number of specific placements moving forward. This is part of the overall policy and strategic direction to shift the balance of care towards more community orientated support.</p> <p>Consideration of the level of funding available within the core Social Work Resources revenue budget and the Social Care Fund allocation has identified a saving of £0.100m which can be realised in 2019/2020, from the reduction in the level of demand.</p> | | |
| SWR06 | Adult and Older People | Efficiency and Outturn | <p>Meals on Wheels Provision – Transport Costs</p> <p>Following the withdrawal of the Meals on Wheels service provision by the Royal Voluntary Service (RVS), changes have been implemented to current service delivery. This has resulted in a reduction in transport costs.</p> <p>This will enable a saving of £0.035m to be achievable in 2019/2020 from a reduction in transport costs.</p> | - | 0.035 |
| SWR07 | Adult and Older People | Efficiency and Outturn | <p>Bield Day Care Service – Langvout, Biggar</p> <p>Bield Day Care Service ended on 31 July 2018. This service was provided to 10 service users based on 20 days weekly and was funded via block grant at £0.129m per annum.</p> <p>Alternative day care service provision for the 10 service users affected has been sourced at McClymont Day Care Centre, Lanark and Jenny McLachlan Day Care Centre, Carluke.</p> <p>There are estimated transport costs of £0.069m per annum to access agreed days to each individual service user at the alternative Day Centres. As a result, a net saving of £0.060m is achievable in 2019/2020.</p> | - | 0.060 |
| SWR08 | Performance and Support | Efficiency and Outturn | <p>Realignment of Employee Cost Budget</p> <p>As a result of the funding arrangements for the Chief Officer for the Integrated Joint Board, a saving of £0.040m can be realised in 2019/2020 from the realignment of the current employee cost budget.</p> | - | 0.040 |
| Total Social Work Resources' Efficiency and Outturn Savings | | | | | |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
| | | | | 16.9 | 0.758 |

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

Social Work Resources' Service Impact Savings

| | | | | | |
|--|------------------------|----------------|--|-------------|--------------|
| SWR09 | Adult and Older People | Service Impact | <p>Redesign of Day Opportunities and Older People Weekend Services</p> <p>The older people day care weekend services currently operate from three locations; Meldrum House (East Kilbride), Harry Heaney Centre (Rutherglen) and Newberry Rooney Centre (Hamilton). The current number of service users attending at the weekend is exceptionally low:</p> <ul style="list-style-type: none"> Meldrum House, East Kilbride (24 place establishment): 8 service users on a Saturday and 6 service users on a Sunday. Harry Heaney Centre, Rutherglen (24 place establishment): 8 service users on a Saturday and 6 service users on a Sunday. Newberry Rooney Centre, Hamilton (24 place establishment): 6 service users on a Saturday and 6 service users on a Sunday. <p>It is proposed that the weekend service is re-provisioned, with minimum disruption to service users. There will be no loss to the overall number of days provided to each service user as the extra service provision required during the week can be accommodated within existing service provision.</p> <p>This will enable a saving of £0.060m to be achievable in 2019/2020 from a reduction in transport costs.</p> | - | 0.060 |
| Total Social Work Resources' Service Impact Savings 2019/2020 | | | | - | 0.060 |
| Total Social Work Resources' Savings 2019/2020 | | | | 16.9 | 0.818 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

| Social Work Resources' Savings Summary Across Categories | | | | FTE | £m |
|---|--|--|--|-------------|--------------|
| Approved | | | | - | 0.000 |
| Efficiency and Outturn | | | | 16.9 | 0.758 |
| Charging | | | | - | 0.000 |
| Service Impact | | | | - | 0.060 |
| Social Work Resources' Savings Proposals 2018/2019 | | | | 16.9 | 0.818 |

Appendix 2

| Resource Reference | Service | Savings Type (Approved, Efficiency and Outturn, Charging, Service Impact) | Name, and Brief description of Saving | Employee FTE | Saving £m |
|--------------------|---------|--|---------------------------------------|--------------|-----------|
|--------------------|---------|--|---------------------------------------|--------------|-----------|

| Savings Summary Across Resources | Total | |
|---|--------------|---------------|
| | FTE | £m |
| Cross Resource | - | 0.632 |
| Community and Enterprise Resources | 27.3 | 4.955 |
| Education Resources | 25.0 | 2.129 |
| Finance and Corporate Resources | 52.5 | 3.069 |
| Housing and Technical Resources | 17.7 | 1.578 |
| Social Work Resources | 16.9 | 0.818 |
| Total 2019/2020 Savings Proposed | 139.4 | 13.181 |

| Savings Summary Across Categories | Total | |
|---|--------------|---------------|
| | FTE | £m |
| Approved | - | 0.140 |
| Efficiency and Outturn | 113.0 | 11.894 |
| Charging | - | 0.332 |
| Service Impact | 26.4 | 0.815 |
| Total 2019/2020 Savings Proposed | 139.4 | 13.181 |



Report

9

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|---|
| Subject: | Future Capital Investment Strategy |
|----------|---|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Set out the basis for a medium term Capital Investment Strategy, covering a period of 10 years. This will help shape future capital programmes, the next of which will be due in 2020.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendations:

- (1) That the Capital Investment Strategy, as detailed in Appendix A, be approved;

3. Background

- 3.1. Following the publication of the revised Prudential Code for Capital Finance in Local Authorities 2017, there is a new requirement for councils to produce a Capital Strategy.
- 3.2. In order to demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, there is now a requirement to have in place a Capital Strategy.
- 3.3. The strategy should set out the long-term context in which capital expenditure and investment decisions are made. This includes funding available and how the Council's Treasury Management decisions link with its Capital Investment.
- 3.4. An update to the 2018/19 to 2019/20 General Services Capital Programme was approved by the Executive Committee on 28 February 2018, with a total programme of investment of £126.478 million over the 2 years. **This report looks to establish the likely capital investment requirements for the next 10 year period. It will focus mainly on the years following the end of the existing programme in 2019/20.**
- 3.5. The Council's proposed Future Capital Investment Strategy to 2027/28 is included in Appendix A to this report.
- 3.6. This report will summarise the areas which will impact on the capital outlook over the medium term for the Council, and provide the key highlights from the Strategy. Specifically these are:

- identification of major capital investment requirements (Section 4),
- potential sources of Capital Funding (Section 5),
- key issues and risks that will impact on the delivery of the Capital Investment Strategy and other long term liabilities (Sections 6),
- the alignment of the Capital Strategy and Treasury Management Strategy, including the governance arrangements in place (Section 7),
- the governance framework required to ensure the Capital Investment Strategy is delivered (Section 8),
- the skills and knowledge of employees responsible for delivering capital investment and treasury management (Section 9),
- Capital Programme Summary (Section 10).

4. Identification of Major Capital Investment Requirements

- 4.1. The Council is required to consider factors contributing to our requirements to maintain Council assets. In order to do this, costs will be confirmed and budget requirements will be identified throughout the life of this Strategy. This information will then be used to inform the Council's decision making process when considering future capital programmes.
- 4.2. The main areas of investment identified are within Leisure Centres and Community Halls, Roads including Park and Ride Facilities, Social Work facilities including Replacement Care Facilities and a Community Family Centre, Education including Schools and Early Years (growth and capacities and the move to 1,140 hours), Information Technology, University of Scotland Masterplan Development and Housing. This is not a definitive list, however these are the significant areas where essential capital investment is required over the next 10 years.
- 4.3. Expenditure will also be necessary in other areas of Council Services and to support ongoing programmes of work such as Schools Information Communication Technology, Private Housing Scheme of Assistance, Planned Asset Management, Prioritised Urgent Investment and ongoing investment in cemeteries, pitches and infrastructure. There is an ongoing requirement for these projects / programmes and in order for these to continue, funding needs to be provided moving forward. An allowance for each of these projects has been included in this Capital Strategy.
- 4.4. Furthermore, given that the first school completed under the Primary School Modernisation Programme opened during financial year 2004/05, the strategy has identified that a programme of lifecycle replacement for major elements of infrastructure within our Primary School Estate will need to commence during the next capital programme. Other areas have been prioritised as requiring investment and these include infrastructure works in play parks, country parks, and allotments along with improvements required at Lanark Library. There may also be a requirement for investment in the Fleet Depot within Clydesdale and Roads Depots at Carnwath and Lesmahagow.
- 4.5. The Council will continue to be aware of requirements for capital investment and any further requirements may be considered as part of updated strategies and capital programmes.

5. Potential Sources of Capital funding

- 5.1. A core element of a Capital Investment Strategy is the level of funding available to support the programme.
- 5.2. One of the most significant areas of uncertainty is the level of funding available for capital investment, as we do not have financial settlements from the Scottish

Government for the General Capital Grant beyond the current financial year. A prudent assumption has been made that the Council will receive Capital Grant to the approximate level of the 2018/19 in-year award, with a proportion of this required to contribute towards the Glasgow and Clyde Valley City Deal Programme. Any grant awarded over this assumed level will be available to offset borrowing or to invest in other capital works.

- 5.3. Capital Receipts formed part of the funding package for the 2017/18 to 2019/20 Capital Programme. Whilst the number of receipts transactions anticipated is expected to increase, the value generated by these receipts is expected to reduce and this has resulted in a reduced annual target being incorporated into this Capital Strategy.
- 5.4. The Council can borrow to meet the costs of capital expenditure. Currently the Primary Schools Modernisation Programme, Roads Investment Plan and the LED element of the Street Lighting Improvement Programme are primarily funded by borrowing. Additional revenue budget is required in relation to interest on City Deal borrowing. The borrowing for City Deal is temporary until grant for City Deal is received. All other predicted costs can be managed within the revenue budget currently available for loan charges.
- 5.5. Other sources of capital funding will continue to be explored for specific projects. These will include Strathclyde Passenger Transport (SPT) funding and Scottish Government Grant for new build housing.
- 6. Key issues and risks that will impact on the delivery of the Capital Investment Strategy and other long term liabilities**
 - 6.1. The Council is required via the Prudential Code to identify the long-term implications, both financial and operational, and the potential risks to service delivery through non-investment in our assets. The Council's appetite for risk is taken into account in establishing the Capital Strategy.
 - 6.2. The Council has two long-term contractual arrangements in place that date back several years – the Secondary Schools Modernisation Programme and the Glasgow Southern Orbital / M77 Extension. There are no proposals in this Strategy to increase or add to these arrangements.
- 7. The alignment of the Capital Strategy and Treasury Management Strategy**
 - 7.1. The Prudential Code requires that the Council's Capital Strategy be aligned with the Treasury Management Strategy which is approved by the Executive Committee annually as part of the budget setting process.
 - 7.2. The capital programme determines the borrowing need of the Council, The Treasury Management process essentially monitors the longer term cash flow planning, to ensure the Council can manage its capital spending obligations.
 - 7.3. The Capital Strategy details the Council's debt position, including the anticipated level of debt and the authorised borrowing limit.
- 8. Governance Framework**
 - 8.1. It is important that the appropriate Governance framework be in place when considering capital investment. In order to mitigate some of the risks associated with poor governance, there is appropriate governance arrangements in place in terms of the Capital Programme and Treasury Management processes. These are detailed in the Strategy.

9. Knowledge and Skills

- 9.1. The employees responsible for monitoring the Council's capital programmes, asset management, and treasury management have the appropriate skills and knowledge to ensure the successful delivery of capital investment.

10. Capital Programme Summary

- 10.1. The Future Capital Investment Strategy (Appendix A) gives an estimate of potential capital investment and a funding package. This is based on the information currently known and will be the subject of further refinement when the ongoing works to develop each of the projects/programmes is complete.
- 10.2. Appendix 6 of the Future Capital Investment Strategy shows what capital investment for the next 10 years to 2027/2028 could look like, taking account of the new projects and ongoing projects which could require funding. This is summarised in Table 1:

Table 1 : Summary of 10 Year Capital Investment Strategy

| 10 Year Capital Investment Strategy | £m |
|--|-------------------|
| Total Expenditure | £399.268m |
| Total Funding Available | £339.949m |
| Funding Shortfall | (£59.319m) |

- 10.3. Table 1 shows a potential funding shortfall of £59.319 million over the 10 year period of this Strategy.
- 10.4. It is anticipated that this shortfall could be reduced through external funding applications to partner organisations, such as SPT and Abellio Rail. In addition, the level of Capital Grant assumed in the Capital Strategy is prudent. If the Capital Grant received is higher than budgeted, then again this could reduce the shortfall.
- 10.5. Should the Council agree that the level of expenditure detailed in this report is required, then the Council could consider borrowing to bridge the gap. On the basis of borrowing the full shortfall of £59.319 million, the annual impact on loan charges would range from £0.500 million to £3.6 million across the years of the Strategy. This can be accommodated in the Council's loan charges budget in the short term, and over the next 10 years an increase of budget into the loans fund budget will be required of around £0.8 million in 2024/25.

11. Employee Implications

- 11.1. None

12. Financial Implications

- 12.1. As detailed within this report and summarised in Appendix 6, should the Council agree that the level of expenditure detailed in this report is required, there could be a funding shortfall of £59.319 million across the period covered within the Capital Strategy.
- 12.2. This funding shortfall could be reduced if external funding is secured or if additional Capital Grant is received, over and above the prudent estimates currently contained within this Strategy. It is suggested that the Council could consider borrowing to bridge the funding gap.
- 12.3. The cost of borrowing the full funding shortfall of £59 million would range from £0.500 million to £3.6 million across the years of the Strategy. This can be**

accommodated within the current Loan Charges budget in the short term, and over the next 10 years an increase of budget into the loans fund budget will be required of around £0.8 million in 2024/25.

13. Equality Impact Assessment and Fairer Scotland Duty

- 13.1. An Equality Impact Assessment has been completed for the Capital Strategy.
- 13.2. The Fairer Scotland Duty (Part 1 of Equality Act 2010) came into force in Scotland in April 2018. It places a legal responsibility on the Council to actively consider how it can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions. It does not override other considerations such as equality or best value.
- 13.3. The Duty is set at a strategic level and is applicable to the key, high-level decisions that the public sector takes. Preparation of the Capital Strategy is considered to be relevant for a Fairer Scotland Duty impact assessment. An assessment in line with the requirements of the Fairer Scotland Duty has been completed.

Paul Manning

Executive Director (Finance and Corporate Resources)

30 October 2018

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

Executive Committee, 28 February 2018

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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South Lanarkshire Council
Future Capital Investment Strategy

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1. Background

- 1.1. The Capital Strategy is a new requirement for councils to produce from April 2018 following the publication of the revised Prudential Code for Capital Finance in Local Authorities 2017.
- 1.2. In order to demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, there is now a requirement to have in place a capital strategy. The strategy should set out the long-term context in which capital expenditure and investment decisions are made. This includes funding available and how the Council's Treasury Management decisions interlink with Capital Investment.
- 1.3. The Capital Strategy focuses on core principles that will underpin the Council's future capital programmes. It does not set capital budgets but instead shows what will be the main areas requiring investment. This report looks at the major strategic issues facing the Council over the next 10 year period.
- 1.4. The Strategy maintains a strong and current link to the Council's priorities. In order to achieve this, the strategy has been developed by taking account of other key strategic documents notably the Treasury Management Strategy, Asset Management Strategy, Asset Management Plans, Medium Term Financial Strategy and the Council's Plan, Connect.

2. Current Capital Programme Covering 2018/19 – 2019/20

- 2.1. An update to the 2018/19 to 2019/20 General Services Capital Programme was approved by the Executive Committee on 28 February 2018, with a total programme of investment of £126.478 million over the 2 years. A copy is included in Appendix 1 to this report.
- 2.2. The report included allocations for specific capital investment programmes which are due to complete within the timescales of the existing programme, namely the Primary Schools' Modernisation Programme and the Roads Investment Plan which will both complete by 2019, as well as the Street Lighting Improvement Programme which will complete by 2020. The Council is also part of the Glasgow City Region City Deal Programme, which is expected to continue until 2025/26.
- 2.3. The Executive Committee report also noted that there are a number of other emerging capital issues which may have an impact on the 2018/19 and 2019/20 Capital Programme including Education Growth and Capacities and the implications of the introduction of 1,140 Hours within Early Years.
- 2.4. The Council is required to consider factors contributing to our requirements to maintain Council assets. Costs will be confirmed and budget requirements identified throughout the life of this strategy. This information will then be used to inform the Council's decision making process when considering future capital programmes.
- 2.5. This strategy looks to establish the likely capital investment requirements for the next 10 year period, focusing on the years following the end of the existing programme in 2019/20. These capital investment requirements run alongside the Glasgow City Region City Deal programme however, they do include specific projects within Education (for Growth and Capacities). This is where the projects are part funded by

- 2.6. The strategy details the current activity ongoing across the Council in relation to identification of major capital requirements which will shape future capital programmes. The main areas identified as significant areas for capital investment are:
- Leisure Centres and Community Halls (sections 3 and 4),
 - Roads including Park and Ride Facilities (section 5),
 - Social Work Facilities (section 6),
 - Education including early years (section 7),
 - Information Technology (section 8),
 - Former University of West of Scotland Masterplan (section 9), and
 - Housing (section 10).
- 2.7. This is not a definitive list, however these are significant areas where capital investment may be required over the next 10 years. Other Council Services may also require funding which is detailed in section 11. Potential sources of funding have also been considered in section 12 and finally, a summary is included (section 13), along with a potential capital programme and funding package (section 14).
- 2.8. The strategy also focuses on the following areas:
- key issues and risks that will impact on the delivery of the Capital Investment Strategy and other long term liabilities (sections 15 to 16);
 - the alignment of the Capital Strategy and Treasury Management Strategy, including the governance arrangements in place (section 17);
 - the governance framework required to ensure the Capital Investment Strategy is delivered (section 18);
 - the skills and knowledge of employees responsible for delivering capital investment and treasury management (section 19).
- 3. Leisure Centres**
- 3.1. Work is ongoing in relation to the asset investment needs of the properties operated by South Lanarkshire Leisure and Culture. Three assets within the asset portfolio require significant investment and are considered a priority: Larkhall Leisure Centre, John Wright Sports Centre, East Kilbride, and Blantyre Leisure Centre. At this point in time, no definitive plans have been developed to replace / refurbish these facilities, however it is acknowledged that work is required in order that future demands on the service can be met. On this basis, an allocation of £30 million has been included within this Capital Strategy.
- 3.2. Fact finding on these facilities is ongoing, to understand costs and usage. Work with an external adviser (EKOS) is progressing to review the nature and extent of the development needs including the rationale for refurbishment and the opportunity to develop more integrated service hubs. As a first step, the Council wishes to examine the changing marketplace in which the three centres operate and to review the range of facilities and services that are offered in view of these changes. An indicative timetable from EKOS suggests that this work could be concluded by mid to late November 2018.

£30m has been included within this Capital Strategy as a potential requirement for investment in Leisure Centres.

4. Community Halls

- 4.1. Property Services (Assets and Estates Services) have been tasked with completing a detailed community asset review of each ward. Work is currently underway to identify the condition and suitability of each of the properties and how well they are utilised, with a pilot review underway on the Carlisle Area (Ward 1).
- 4.2. Each of the reviews will seek to identify assets with either low usage, where services could be accommodated elsewhere within the portfolio, and / or high revenue / capital costs. These assets should be the subject of more detailed reviews with the recommended outcomes being continued / additional investment, community asset transfer or potential capital receipt.
- 4.3. In addition, this work will consider how the Council can contribute to addressing social isolation, deprivation and provide opportunities for further community engagement through the use of community facilities. This could include increased access to IT facilities and other services for residents. Further work will be undertaken to establish good practice already taking place and the opportunity that this presents.

Investment in Community Halls has been identified as a potential requirement within this Capital Strategy. Work is ongoing and the outcome of that work will inform more detailed expenditure requirements moving forward.

5. Roads Investment

- 5.1. Roads Investment Plan: 2018/19 is the final year of the £126 million Roads Investment Plan (RIP), with a final allocation of £12 million which was then augmented by £3 million (to £15 million) due to extra grant funding received in 2018/19. This £3 million offset a revenue saving. Following the end of the Roads Investment Plan in 2018/19, an allocation of £5.5 million was approved for 2019/20 as part of the 2017/18 – 2019/20 Capital Programme, extending the funding for Roads improvement by a further year.
- 5.2. The Association of Public Services Excellence (APSE) was commissioned by the Council to provide consultancy support to review the efficiency and effectiveness of the delivery of the Council's road surfacing policy and to provide an assessment of future need. The outcomes of the review, in relation to the staffing structure to support future delivery, were included in a recent report to the Community and Enterprise Resource Committee (August 2018).
- 5.3. Their report states that it is evident that the condition of the Council's carriageways has improved overall as a result of the RIP capital investment. However, if the Council wishes to maintain its road condition, it will need to extend the RIP with further annual investment. It recommends that the Council should endeavour to maintain the status quo through 'steady state' funding. Taking into account the Council's planned surfacing maintenance budget of £0.9m, the capital requirement would be estimated at circa £10.1 million per annum.
- 5.4. In relation to 2019/20, the current approved capital programme for carriageways is £5.5m which is augmented by an amount of £1.500 million of Revenue Budget funding giving a total budget of £7.000 million. In order to take this to the steady state requirement of £11 million, it is proposed that additional investment of £4 million be added for 2019/20. An investment of £9.4 million per annum on Roads Carriageways will also be required from financial year 2020/21 to ensure the current

roads standard is maintained.

An additional £4.0 million for 2019/20 and £9.4 million per annum from 2020/21 - 2027/28 has been included within this Capital Strategy for investment in Roads Carriageways.

5.5. Other Roads Infrastructure Works:

The road 'asset' consists of not only carriageways but footways and footpaths, traffic management systems and vehicle restraint systems. In previous years' approximately £2.400 million per annum of the Roads Investment Programme (£12 million) has been allocated towards these areas.

5.6. On this basis, and to ensure continued investment in these areas, it is proposed that £2.4 million be earmarked in the Strategy each year.

An amount of £2.4 million has been added per annum for 2019/20 – 2027/28 to manage investment in Other Roads Infrastructure works including Footways and Footpaths, Traffic Management and Vehicle Restraint Systems (sections 5.6 to 5.8).

5.7. Street Lighting: The Street Lighting Improvement Programme is in its final year, with 7,166 out of 7,253 of the Council's oldest / high risk columns replaced. Significant progress has been made, with performance information collated by SCOTS/APSE on an annual basis highlighting that the Council has moved from having the 2nd oldest stock to the 6th oldest stock. There is an ongoing requirement to invest to prevent further regression in the overall condition of the lighting stock. A revenue budget of £0.500 million per annum is available to maintain and replace existing street lighting columns moving forward.

5.8. Structures: Structures include road and foot bridges, culverts and subways and road related retaining walls. Bridge condition is generally reasonable however the Roads AMP states that investment is required in repainting major steel bridges and replacement of parapets. Investment is also required to remediate Clyde Bridge, Pettinain, and Ponfeigh Bridge, Douglas which are both currently closed. It is proposed that investment of £6m will be required to enable the replacement of both of these bridges.

£6m has been included within financial year 2019/20 of this Capital Strategy for investment in Roads Structures (Clyde Bridge, Pettinain and Ponfeigh Bridge, Douglas Water).

5.9. Park and Ride Facilities: The Community and Enterprise Resources Committee agreed on 6 March 2018 to issue a draft Park and Ride Strategy for consultation. This was issued on 5 May and lasted for a period of 8 weeks. Following this period of consultation, the finalised strategy has now been prepared.

5.10. There are 19 railway stations within South Lanarkshire, of which 17 have Park and Ride Facilities. The strategy will look to explore the future demands for travel in the area based on potential rail enhancements and projected development growth. It identifies options to address any imbalance between existing supply and future demand through extending / constructing additional spaces. The strategy includes an action plan encompassing a range of potential projects with short / medium and long term timescales and indicative costs totalling between £16.7 million and £20.0

million. A full list of potential projects is included in Appendix 2.

- 5.11. It is anticipated that funding will be sought, in the first instance, from external partners such as Strathclyde Partnership for Transport (SPT), Rail Partners (such as Abellio), and there may be potential for some City Deal funding and developers contributions. In recent years, SPT have awarded the Council approximately £1 million of funding per annum for a number of projects. Actual funding awarded will be based on the individual project meeting SPT's criteria and also the level of funding they have available to distribute. The level of proposed works will only be confirmed when project costs are finalised and the result of funding bids made has been received.
- 5.12. The Park and Ride consultation ended on 30 June 2018 and the Park and Ride Strategy has been updated and presented to Community and Enterprise Resources Committee in October 2018 .

Potential gross spend of £19.952 million has been included within this Capital Strategy for Park and Ride Facilities. However, it is envisaged that external funding will be sought to offset this.

6. Social Work Facilities

- 6.1. Replacement Care Facilities: The 2018/19 to 2019/20 Capital Programme includes a budget allocation of £17.6 million for the replacement of Social Work care facilities.
- 6.2. A report was approved by the Social Work Resources Committee on 20 June agreeing the model of care facilities proposed and the starting point for the implementation of phase 1 of the model being within Blantyre / Hamilton. It is estimated that this facility will cost in the region of £7.5 million with the balance of funding available for future phases.
- 6.3. Following phase one, future phases will look at each locality's requirements beyond the core elements, recognising that the asset base and current service configuration in each locality will be different. This will be further developed following consultation and engagement with key stakeholders and the progress and developments of each phase will be presented to Social Work Resources Committee for approval.

Potential spend across all phases of Care Facility Replacements of £17.6 million is included within this Capital Strategy. Approval for this project and funding package has already been given as part of the 2017/18 to 2019/20 Capital Programme (Council, 16 February 2017).

- 6.4. Community Family Centre: In addition, Social Work Resources continue to review service needs beyond Older People Services and are currently assessing Children and Families Service requirements to identify future needs. The main priority project identified at this stage is a new Community Family Centre within the Clydesdale area, which would deliver a number of services under one roof with NHS Lanarkshire and Education Resources working in partnership to deliver interventions to vulnerable families in deprived communities. There is no provision in the Clydesdale locality for this currently.

Initial estimates, based on a similar size of facility, have indicated a potential build cost of £3 million for this facility, which has been included within this Capital Strategy.

7. Education Pressures

- 7.1. Schools' Growth and Capacities: The Primary School Modernisation Programme is now nearing completion, with the last schools due to complete in late autumn 2019. However, due to actual and predicted pupil numbers related to general population growth and significant new housing development across the Council area, a number of Primary and Secondary Schools are either experiencing capacity pressures now, or are predicted to experience them in the near future.
- 7.2. Accommodation pressures have been identified and a detailed list of the proposals as they currently stand is included in Appendix 3 to this report. It is envisaged that this will be updated regularly through continued monitoring of pupil population and more clearly defined project costs, timescales and funding.
- 7.3. As detailed in Appendix 3, projects with a gross value of £78.709 million have been identified. However, it is envisaged that contributions from developers and City Deal funding totalling £68.709 million will be available to allow a number of these projects to progress. This will result in a shortfall in funding of £10 million.

Potential spend of £78.709m for Schools' Growth and Capacities Pressures has been included within this Capital Strategy, which has been offset by contributions from developers and City Deal funding totalling £68.709m. This results in a funding shortfall of £10m.

- 7.4. Early Years – 1,140 Hours including growth and capacities: In addition to the introduction of 1,140 hours places, similar to the school estate, general population growth and significant new housing development across the Council area has resulted in Early Years establishments experiencing capacity pressures now, or are predicted to experience them in the near future. Accommodation pressures have been identified across the Early Years' sector. This is in addition to the Scottish Government commitment to increase entitlement of free early learning and childcare from 600 hours per year to 1,140 hours per year by August 2020.
- 7.5. South Lanarkshire Council submitted a revised Early Years and Childcare Expansion Plan to the Scottish Government in early March 2018, with an estimated capital cost of £32.238 million. On 1 May 2018, the Scottish Government announced the multi-year revenue and capital allocations for each Local Authority in relation to Early Years. For South Lanarkshire Council, capital funding of £19.240 million would be made available for 2017/18 to 2020/21, inclusive of £1.740 million already confirmed for 2017/18. This results in an overall funding shortfall of £12.998m.
- 7.6. In order to continue planning for implementation in August 2020 a report was presented to the Executive Committee on 15 August 2018 detailing a first phase of a capital programme of works that would allow some projects to progress while other options are being finalised. These phase 1 projects have been selected as no other suitable accommodation has been found, and even with the possibility of 'space to grow' there will still be a requirement for such works in order to meet the nursery demand in that area. Spend has been profiled based on the completion dates for this first phase of works, with the shortfall occurring in 2020/21 (£12.928m) and 2021/22 (£0.070m). A detailed list of the proposals is included in Table 1:

Table 1: Phase 1 Projects – 1,140 Hours

| Type of Work | Area | Nursery |
|---------------------|------------------------------------|--|
| Refurbishment | Larkhall | Larkhall Children's Centre |
| Refurbishment | Hamilton | St Cuthbert's Primary School |
| Refurbishment | Hamilton | Woodlands Nursery |
| New Build | Clydesdale | Carluke area (site adjacent to Crawforddyke Primary School). |
| New Build | Clydesdale | Kirkmuirhill area (site of old Leisure Dome) |
| New Build | Rutherglen, Cambuslang and Cathkin | Newton area (site of old St Charles Primary School) |

- 7.7. A further report will be presented to the Executive Committee on a phase 2 programme of works. This will consider opportunities to identify additional spaces through Space to Grow as well as the identification of suitable locations.

Potential spend of £32.238 million has been included within this Capital Strategy for 1,140 Hours, with £19.240 million of Scottish Government grant funding confirmed. This results in a shortfall of £12.998 million which will continue to be reviewed as cost projections are finalised and agreed.

- 7.8. In relation to requirements of growth and capacities, additional expenditure requirements totalling £5.400 million have been identified. Similar to the position detailed for schools at section 7.3. above, it is envisaged that contributions from developers and City Deal funding totalling £4.800 million will be available to allow a number of these projects to progress. A shortfall in funding of £0.600m still exists.

Potential spend of £5.400m for Early Years Growth and Capacities Pressures has been included within this Capital Strategy, which has been offset by contributions from developers and City Deal funding totalling £4.800m. This results in a funding shortfall of £0.600m.

- 7.9. Schools Information Communication Technology (ICT) Development: In the current capital programme, there is a requirement that funding be provided for ICT. As there is an ongoing requirement for this project moving forward, funding is required.

Potential expected spend of £1.8 million per annum (Total spend £14.4 million) has been included within this Capital Strategy from 2020/21 to 2027/28 to allow the continuation of an existing capital programme.

8. Information Technology

- 8.1. The 2017/18 to 2019/20 Capital Programme included an allocation of £2.115 million for Information Technology (IT) Infrastructure, Telephony and Productivity. IT have identified a number of areas of investment and these are detailed below:
- 8.2. Business As Usual: Information Technology Services' has confirmed that investment is required post 2019/20 in order to maintain 'business as usual'. It is estimated that an average £0.650 million per annum will be required to cover refresh exercises (servers, networks and storage) as well as data security, resilience and disaster recovery. This includes investment in digital learning as the Learn on Line system reaches the end of its useful life.

- 8.3. ERP (Oracle) Replacement: Oracle E-business suite is the Council's main financial and human resources management system. Information Technology Services' has confirmed what project costs would be if the Council were to move to a new system to replace the current system, which is nearing end-of-life. These have been estimated at £0.500 million during financial year 2021/22. Further consultation with systems users will take place to consider if a replacement system is the preferred option.
- 8.4. Caird Data Centre: Additional capital investment will also need to be considered to facilitate the movement of the Council's server and storage infrastructure from the Caird Data Centre by the end of June 2021. Various options have been considered but the current proposal is to migrate to an external 'hybrid cloud' hosting service which will comprise traditional racked servers and storage facilities, along with virtual servers and 'cloud' services.
- 8.5. It is estimated that capital investment of £2.469 million will be required in financial year 2020/21. This is broken down as follows:
- £0.780 million to refresh / upgrade storage and networks (this is required even if there is no migration from Caird Data Centre);
 - £0.300 million to upgrade and refurbish the existing computer rooms at Almada Street and Civic Centre;
 - £1.389 million transitional costs associated with the move.
- 8.6. It is envisaged that a receipt of £0.400 million (net of site clearance / demolition costs) could be achieved in 2021/22 for the Caird building. This capital receipt for the Caird Centre, as well as the wider Caird site, is dependent on the outcome of the University of Scotland (UWS) Masterplan strategy. This is discussed further in section 9 of this Strategy.
- 8.7. Digital Transformation: A number of other projects have been identified which would form part of the Council's Digital Transformation. This could include a second phase of EDRMS (£0.100m), which would extend the existing provision across all resources in the Council. Investment in digital connectivity such as full Council and public wi-fi provision, fibre rollout, digital inclusion with community centres / social housing has also been identified. This project could form part of a larger project involving Regeneration Services, with links to Glasgow City Region City Deal.
- 8.8. Further investment is also required in data infrastructure to support joining up of systems (including Customer Relationship Management (CRM), Master Data Management (MDM), customer portal and integration tools) as well as tools which can help increase productivity. Investment is also required to develop the existing Council website to provide additional functionality. This will enable the Council to progress its digital ambitions as described in the Council's Digital Strategy. Early indications suggest £1.525m per annum will be necessary but costs in relation to digital connectivity within this figure (£1m) have still to be refined. A further £1.6m has been included beyond 2022/23 to progress wi-fi provision in all Council properties. Again, these costs are early indications and will need to be refined.
- 8.9. Further reports to be submitted to Committee requesting approval to proceed with each of the individual programmes associated with Digital transformation.
- 8.10. Within the Information Technology field generally, there is a movement away from traditional capital investment (purchasing licences, hardware etc) to the ongoing

revenue costs associated with utilising the ‘cloud’ for both application services and storage. The additional capital investment costs identified above may therefore evolve as technologies and service provision models change. As a result, estimated investment requirements have been included for 3 years from 2020/21 to 2022/23 but further investment may be required in the years beyond this.

- 8.11. Table 2 below summarises the costs identified in section 8.1. to 8.10. above. Further detail is provided in Appendix 4.

Table 2: Information Technology Requirements

| | 2020/21 £m | 2021/22 £m | 2022/23 £m | Beyond 2022/23 £m | Total £m |
|--------------------------------|-----------------------|-----------------------|-----------------------|----------------------------------|---------------------|
| Business As Usual | 0.600 | 0.700 | 0.650 | - | 1.950 |
| Oracle Refresh/ Replacement | - | 0.500 | - | - | 0.500 |
| Caird Datacentre Migration | 2.469 | - | - | - | 2.469 |
| Digital Transformation | 1.500 | 1.525 | 1.525 | 1.600 | 6.150 |
| Total | 4.569 | 2.725 | 2.175 | 1.600 | 11.069 |

Predicted spend of £11.069m has been included within this capital strategy for investment in Information Technology.

9. Former University of West of Scotland Site Masterplan

- 9.1. The University of West of Scotland (UWS) moved from its original location to a new campus within Hamilton International Technology Park (September 2018). A Joint Venture (JV) has been established between the Council and UWS to oversee the development of the former UWS site and the surrounding area.

- 9.2. The proposed masterplan development includes options to demolish, relocate and potentially purchase properties in the surrounding area, to allow the larger site to be presented to the market. The proposal will continue to be developed as the outcomes of negotiations becomes clear and thereafter, this will be the subject of a separate report to the Council’s Executive Committee. At this stage, no account of any investment requirements or capital receipt generation has been included in the Capital Strategy at this time.

10. Housing

- 10.1. The Capital programme forms part of the Housing Business Plan and is informed by the Housing Asset Management Plan strategy which sets out the priorities for the physical care and improvement of the housing stock and related assets. The plan details the priorities for the current housing portfolio which extends to approximately 25,000 homes. Since the start of the asset management reporting in 2005, the stock of council houses has continued to fall, due to the “Right to Buy” policy, which ended in Scotland in 2016. However, the Council has recently implemented a programme of off market acquisitions and new build housing to increase the number of homes available.
- 10.2. All Council housing must be maintained to the Scottish Housing Quality Standard (SHQS) and comply with all legislative requirements regarding health and safety compliance. The Scottish Government published a new Sustainable Housing

Strategy in 2013 which set out a further target for improving the condition of social rented housing, the Energy Efficiency Standard for Social Housing (EESHS). This set a minimum energy efficiency rating for all social rented homes to achieve by December 2020. Achieving the EESHS 2020 target, also contributes toward the Sustainable Development Strategy (SDS), sustainability and Climate Change goals.

- 10.3. Appendix 5 attached is a 5 year extract from the business plan and reflects the 2017/18 carry forward position. A programme of works totalling £243 million is planned with the vast majority of this expenditure focused on providing new housing stock (£122m), the completion of external fabric works (£50m) and the installation of new heating systems (£35m).
- 10.4. This £243 million programme is fully funded through revenue contributions (£114m), borrowing (£81m); specific grant (£46m) and receipts (£2m).
- 10.5. Private Housing Scheme of Assistance (PHSA): Housing provide mandatory grants to encourage owner occupiers to participate in the Housing Investment Programme and the Care & Repair Service. £1 million per annum from 2020/21 to 2027/28 has been allocated to enable this to continue.
- 10.6. Planned Asset Management: Funding of £4.8 million per annum is required to ensure continued delivery of the Planned Asset Management model. This model aims to maintain all of the Council's new build General Services facilities (constructed since 2000), in a good condition and to a compliant standard. £4.8 million per year from 2020/21 to 2027/28 has been allocated to enable this to continue.
- 10.7. Prioritised Urgent Investment (PUI): The continuation of the previous model would mean an allocation of £1.7m per annum to meet urgent essential works needed on all Council properties. The annual value of the Prioritised Urgent Investment Fund has been static for 6 years with the assets in a declining position, therefore future requirements will need to be considered.

Potential expected spend of £7.5 million per annum (total spend £60 million) has been included within this Capital Strategy from 2020/21 to 2027/28 to allow the continuation of these existing capital programmes, detailed in sections 10.5 – 10.7 above.

- 10.8. Lifecycle Replacement – Schools: Whilst a planned asset management budget is in place (see section 10.6. above) this does not include the cost of replacing major elements that will lifetime expire for example boilers, windows and roofs. Given that the first school completed under the Primary School Modernisation Programme opened during financial year 2004/05, a programme of replacement for these major elements of infrastructure will need to commence during the next capital programme.
- 10.9. Work is currently ongoing by Housing and Technical Resources to assess the likely cost of life expired elements. This initial assessment of investment requirements is expected to complete by the end of financial year 2018/19. However, Housing and Technical Resources have advised that it would be prudent to allow an initial sum of £0.750 million each year, after the end of the current capital programme in 2019/20, to establish a programme of replacements. This has been increased to £1.250m from 2023/24 and then to £1.750m from 2026/27 to reflect the likely increase in expenditure requirements as the schools become progressively older. A review of

funding requirements will need to be undertaken once a programme of works has been fully developed.

Potential spend of £0.750 million per annum increasing to £1.250m in 2023/24 and to £1.750m in 2026/27 (total spend of £9.5 million) has been included for Lifecycle Replacement – Schools within this Capital Strategy from 2020/21 to 2027/28.

11. Other Capital Projects Requiring Funding

- 11.1. **It is anticipated that the items listed in sections 3 – 10 of this report will form the basis of future Capital Programmes.** However, the items should not be regarded as a definitive list of all future requirements, rather they are the main areas identified requiring significant capital investment in future years which are covered within the years of this Capital Strategy. In addition to these items, there are a number of other Council assets where capital investment will be required. These are covered in the sections below.
- 11.2. Cemeteries, Pitches and Infrastructure: In recent years, a requirement for capital investment has also been identified in other areas, for example land and cemeteries, infrastructure and pitches. This requirement continues into future years with ongoing capacity issues at a number of cemeteries, as well as investment requirements identified for headstones and infrastructure. In addition, infrastructure within some parks and car parks has also been highlighted as being in poor condition. A number of grass and synthetic pitches have also been recognised as showing further decline and in need of additional funding.
- 11.3. A £1 million investment was provided for these projects in the last three year Capital Programme covering 2017/18 - 2019/20. Maintaining this level of funding for these projects alone, over the next 10 year period (three capital programmes) would require an additional investment of £6 million, which equates to an average of £0.750 million per annum over the 8 year period 2020/21 – 2027/28.

Potential spend of £0.750 million per annum (Total spend of £6m) has been included within this Capital Strategy for Cemeteries, Pitches, and Infrastructure.

- 11.4. Play Parks: Information on the condition of South Lanarkshire's play parks has identified ongoing investment requirements. It is considered that investment of £0.175m per annum is required to ensure that existing play provision remains in a suitable condition. This investment, totalling £1.4m, would allow two play parks per geographical area (eight in total) to be replaced over financial years 2020/21 to 2027/28.

Investment of £0.175m per annum (£1.4m in total) has been included within this Capital Strategy for play parks.

- 11.5. Country Parks: Significant investment has also been identified at the Council's two main country parks – Calderglen Country Park, East Kilbride and Chateherault Country Park, Hamilton.
- 11.6. Within Calderglen Country Park, investment requirements totalling £1.8m have been identified in the following areas: Replacement of the roof at Torrance House (£1m), resurfacing of car parks and roads within the park (£0.300m), replacement of gabion

baskets and bridge supports at Horseshoe Bridge (£0.200m) and stabilising the path network throughout the park (£0.300m). This would augment the improvement work already undertaken to stabilise turtle rock.

- 11.7. Chatelherault Country Park has had some investment in recent years but it is estimated that a further £0.400m would be required to continue a programme of upgrading works.
- 11.8. The roof at Torrance House and gabion baskets at Horseshoe Bridge, both within Calderglen, have been identified as the highest priority projects and £0.800m has been included in 2020/21 to commence these works. Thereafter £0.200m per annum has been included which would allow the prioritisation of the other capital works identified.

£2.200m has been included within this Capital Strategy for investment in Country Parks at Calderglen and Chatelherault.

- 11.9. Allotments: Part 9 of the Community Empowerment Act places a requirement on each Local Authority to ensure that waiting lists for allotments do not exceed 50% of the available plots. The legislation also sets out a maximum travel distance for allotment plots, which must be complied with.
- 11.10. A review of the Council's existing waiting list has been undertaken and it is envisaged that a minimum of two further allotment sites will be required within South Lanarkshire to comply with this legislation. It is estimated that each site would cost in the region of £0.250m to purchase and develop the required infrastructure.

£0.500m has been included within this Capital Strategy as a potential requirement for investment in Allotments.

- 11.11. Lanark Library, Lindsay Institute, Lanark: Lanark library has been located within the leased Lindsay Institute building in Hope Street, Lanark since 1975. Survey work has been undertaken and investment requirements have been identified on a number of areas within the building.
- 11.12. Investment of £0.175m is required to upgrade the windows and doors, including improved access to the facility. Further investigatory work, including a full survey of the roof, will be undertaken. However, estimated costs of improving the roof and roof lighting are currently in the region of £0.325m.

£0.250m per annum has been included within financial years 2020/21 and 2021/22 (£0.500m in total) of this Capital Strategy for investment in Lanark Library.

- 11.13. Fleet Vehicles and Equipment: The current approach to managing the Council's Fleet is through leasing arrangements. Expenditure on leasing is managed through the Resources' revenue budgets as required. Consideration has been given to an investment of capital spend, however, given the benefits of leasing in terms of risks and rewards, it is deemed that the status quo be maintained.
- 11.14. Through the ongoing Fleet Review, a Strategy is being developed which will include details of how we will look to transition towards a de-carbonised fleet, and the timescales for doing so.

- 11.15. Fleet Depot (Clydesdale): In recent years, a requirement for capital investment in a new Fleet Depot in the Clydesdale area has been identified. Phase 3 of the Fleet Review (April 2017) recommended that the present Lanark Vehicle Workshop should be replaced by a larger modern facility strategically located within Clydesdale capable of servicing heavy tippers, RCVs and other HGVs.

Investment in a new Fleet Depot in the Clydesdale area has been identified as a potential requirement within this Capital Strategy. This is part of the current Fleet review and the outcome of that work will inform more detailed expenditure requirements moving forward.

- 11.16. Carnwath & Lesmahagow Depots: Both Carnwath and Lesmahagow Roads Depots have required investment in recent years to remediate leaking roofs and external wall issues. These ongoing issues have highlighted that the Portakabin buildings are coming to the end of their serviceable life and future capital investment may be required to replace these dilapidated buildings.

Investment in new buildings within the Carnwath and Lesmahagow Roads Depots has been identified as a potential requirement within this Capital Strategy. Work is ongoing with Housing and Technical Resource, which will inform more detailed expenditure requirements moving forward.

- 11.17. The Council will continue to be aware of requirements for capital investment and any further requirements may be considered as part of updated strategies and capital programmes

- 11.18. **Summary Requirements**: The full list of investment requirements, together with any specific funding identified for these projects/programmes, is summarised in Table 3 below. The timeframe for spend and funding for these projects/programmes is detailed in Appendix 6.

Table 3: Summary of Ongoing/New Requirements

| Expenditure Area | Section | Potential Cost | Comments |
|--|----------------|--|-----------------|
| Leisure Centres | 3 | £30.000m | - |
| Community Halls | 4 | tbc | - |
| Roads – Carriageway Investment | 5.1 – 5.4 | £79.2m (Additional £4m in 2019/20 plus £9.4m per annum for 8 years) | - |
| Roads – Other Infrastructure (Footways and Footpaths, Traffic Signals and Vehicle Restraint Systems) | 5.5 – 5.6 | £21.6m (£2.4m per annum for 9 years, commencing 2019/20). | - |
| Roads – Structures | 5.8 | £6.000m (£3m each for Clyde Bridge and Ponfeigh Bridge) | - |

| | | | |
|--|--------------|------------------|--|
| Park and Ride Facilities | 5.9 – 5.12 | £19.952m | External funding to be sought from SPT and Abellio. |
| Replacement Care Facilities | 6.1 - 6.3 | £17.600m | £17.6m capital budget already approved. |
| Community Family Centre | 6.4 | £3.000m | - |
| Schools - Growth and Capacities | 7.1 – 7.3 | £78.709m | Contributions from City Deal and developers estimated at £68.709m. |
| Early Years – 1,140 Hours | 7.4 – 7.7 | £32.238m | £19.240m Government Grant |
| Early Years – Growth and Capacities | 7.8 | £5.400m | Contributions from City Deal and developers estimated at £4.800m. |
| Schools Information Communication Technology (ICT) | 7.9 | £14.400m | - |
| Information Technology | 8 | £11.069m | - |
| UWS Masterplan | 9 | tbc | - |
| Private Housing Scheme of Assistance (PHSA) | 10.5 | £8.000m | |
| Planned Asset Management | 10.6 | £38.400m | |
| Prioritised Urgent Investment | 10.7 | £13.600m | |
| Lifecycle Replacement – Schools | 10.8 – 10.9 | £9.500m | |
| Cemeteries, Pitches and Infrastructure | 11.2 – 11.3 | £6.000m | - |
| Play Parks | 11.4 | £1.400m | |
| Country Parks | 11.5 – 11.8 | £2.200m | |
| Allotments | 11.9 – 11.10 | £0.500m | |
| Lanark Library, Lindsay Institute | 11.11 – 11.2 | £0.500m | |
| Fleet Depot | 11.15 | tbc | |
| Carnwath & Lesmahagow Depots | 11.16 | tbc | |
| | | | |
| Total | | £399.268m | |

12. Potential Sources of Funding

- 12.1. General Capital Grant: The Scottish Government has provided councils with a grant settlement for financial year 2018/19 only. The in-year General Capital Grant allocation for 2018/19 is £27.607 million.
- 12.2. To plan for a capital programme beyond 2019/20, a prudent assumption has been made that the Council will receive Capital Grant to the approximate level of the 2018/19 in-year award - £28 million. The Executive Committee (11 May 2016) agreed that a proportion of this, assumed at £2.4 million in 2020/21, will be used to contribute towards the Glasgow and Clyde Valley City Deal Programme as the Council is required to meet 14% of the estimated costs. This would leave £25.6 million in 2020/21 and £28 million per annum thereafter.

- 12.3. Any grant awarded over this assumed level will be available to offset borrowing or to invest in other capital works.
- 12.4. Capital Receipts: The 2017/18 to 2019/20 Capital Programme assumes capital receipts of £1.5 million per annum. In addition, capital receipts have been used to replenish reserves which were part of the Revenue Budget Strategy and contributed towards reducing the savings required over a 3 year period (2017/2018 to 2019/2020).
- 12.5. Whilst the number of receipts transactions anticipated is expected to increase, the value generated by these receipts is reducing as there are no high value receipts identified. The Property Manager (Assets and Estates Service) has advised that the target of £1 million per annum is realistic and achievable and will continue to be monitored.
- 12.6. Borrowing: The Council can borrow to meet the costs of capital expenditure. Currently the Primary Schools Modernisation Programme, Roads Investment Plan and the LED element of the Street Lighting Improvement Programme are primarily funded by borrowing.
- 12.7. The amount of borrowing within the approved capital programme will increase the level of the Council's debt. Increases in the Council's total debt caused by borrowing to fund capital spend will also be offset by the repayment of maturing debt. The Financial Strategy details the level of external debt held by the Council at the end of 2017/2018 as £904 million. By the end of 2019/20 the expected level of debt is expected to be £1,114 million and this is expected to increase to £1,321.385m by the end of financial year 2020/21.
- 12.8. As part of the arrangements for the Glasgow City Region City Deal, councils will borrow to manage anticipated timing differences between spend incurred and the receipt of the City Deal Capital Grant. This borrowing is temporary only and the Council is only liable for the interest costs, with the principal repayments being paid in full when the City Deal Capital Grant is received. An estimate of the interest costs has been built into the long term Revenue Budget Strategy. Borrowing £1m would mean an annual interest cost of £0.049m (assuming a payback period of 40 years).
- 12.9. Other Sources of Capital Funding: Other sources of capital funding will continue to be explored for specific projects. These will include Strathclyde Passenger Transport (SPT) funding and Scottish Government Grant for new build housing.

13. Summary of Investment Priorities / Funding

- 13.1. As noted throughout the report, work continues on a number of areas to establish future capital investment requirements. These will be used to inform future capital programmes.
- 13.2. The main areas of investment identified are within Leisure Centres and Community Halls, Roads including Park and Ride Facilities, Replacement Care Facilities and a Community Family Centre, Education including early years, Information Technology, University of Scotland Masterplan Development and Housing.
- 13.3. As detailed in Table 3 (Section 11), these are not the only areas which will require Capital Investment. Expenditure will also be necessary in other areas of Council

Services and to support ongoing programmes of work such as Schools Information Communication Technology, Private Housing Scheme of Assistance, Planned Asset Management, Prioritised Urgent Investment and ongoing investment in cemeteries, pitches and infrastructure.

- 13.4. Other areas have been prioritised as requiring investment and these include an extension to the current lifecycle maintenance programme to include the requirement for schools, infrastructure works in country parks, play parks, allotments and improvements at Lanark Library along with potential investment required within the Fleet and Roads Depots.
- 13.5. Based on estimates for General Capital Grant (£25.6m in 2020/21, £28m 2021/22 and beyond) and Capital Receipts (£1m) per year, potential funding for any future Capital Programme totals £26.6 million in 2020/21 and £29 million per annum thereafter.

Table 4: Funding Summary

| | Total Funding Available |
|---|--------------------------------|
| General Capital Grant | £221.600m |
| Capital Receipts | £8.000m |
| Scottish Government Early Years 1140hrs | £19.240m |
| City Deal / Developers Contributions | £73.509m |
| Existing funding identified for replacement care facilities | £17.600m |
| Total | £339.949m |

14. Potential Capital Programme and Funding Profile

- 14.1. Based on the information summarised in Tables 3 and 4, an estimate of potential capital investment and funding package has been compiled. This is based on best information and can only be refined when the ongoing works on each of the projects/programmes is complete.
- 14.2. Appendix 6 shows what a capital investment for the next 10 years to 2027/2028 could look like, taking account of the ongoing projects which could require funding.
- 14.3. Appendix 6 shows a potential funding shortfall of £59.319 million over the 10 year period of this strategy. £12.400 million of this is anticipated to occur in financial year 2019/20 and relates to the additional funding requirement for Roads (inc. Other Infrastructure) of £6.4m and Roads Structures of £6m. In addition, £12.998 million of the overall funding shortfall relates to Early Years 1,140 Hours, of which £12.928 million falls into 2020/21 and £0.070m in 2021/22.
- 14.4. As noted in section 7, work is ongoing to align spend to the funding awarded for the Early Years 1,140 hours programme of works. The potential funding shortfall, excluding the Early Years element, is £46.321 million. This excludes any other capital bid that may be presented during the term of this strategy.
- 14.5. It is anticipated that this shortfall could be reduced through external funding applications to partner organisations, such as SPT and Abellio Rail. Should the

Council agree that the level of expenditure detailed in this report is required, then the Council could consider borrowing to bridge the gap.

14.6. As noted in 14.3., additional investment of £12.4m has been proposed for Roads in 2019/20. If agreed, this additional investment could be managed in the first instance through an increased Capital Grant settlement. A prudent estimate of General Capital Grant (£24m) has been included in the funding package for 2019/20. Any award over and above this figure could be used to fund the additional investment identified. A Local Government Finance Circular is anticipated in mid December which will detail the award for 2019/20. Should this be insufficient, borrowing would be used to fund the gap.

14.7 Should the Council agree that the level of expenditure detailed in this report is required, then the Council could consider borrowing to bridge the gap. On the basis of borrowing the full shortfall of £59.319 million, the annual impact on loan charges would range from £0.500 million to £3.6 million across the years of the Strategy. This can be accommodated in the Council's loan charges budget in the short term, and over the next 10 years an increase of budget into the loans fund budget will be required of around £0.8 million in 2024/25.

15. Risk Appetite

15.1. The Prudential Code requires the Council to identify the risk and consequently the long-term implications of investing in our assets. The requirement is to highlight the operational service delivery risks and the financial consequences of not investing.

15.2. As part of the process to set out the Council's Capital Strategy, these requirements have been taken into account on the basis that the Strategy itself details the operational needs of the main service delivery areas over the 10 year time period.

15.3. The Capital Strategy has been informed by the Council's Asset Plans, developed for a number of key areas (and summarised under an overarching Corporate Asset Management Plan) which demonstrates how each area supports corporate objectives. The challenge is to retain those assets which are suitable for service delivery and support the Council's strategic objectives. The Asset Management Plans informs on creating an efficient, fit-for-purpose and sustainable core estate that delivers best value in terms of investment, running costs and environmental impact.

15.4. The Council has a responsibility to ensure members are aware and understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. Sections 16 and 17 of this report detail the long term liabilities of the Council as well as the Treasury Management arrangements.

16. Other Long Term Liabilities

16.1. The Council has two long term contractual arrangements in place, that date back several years – the Secondary Schools Modernisation Programme which commenced in June 2006 for the provision of 17 new Secondary Schools as well as a major refurbishment of two Secondary Schools, and also a Design, Build, Finance and Operate Contract for the Glasgow Southern Orbital and M77 Extension. The Long Term Liabilities for these arrangements are included in the Council's Annual Accounts, and the repayments are part of the Council's Annual Revenue Budget. There are no proposals in this Strategy to increase or ass to these arrangements.

16.2. Any plans to embark on further long term financial arrangements would require the

necessary due diligence afforded to a contract of any significant nature and length.

17. Treasury Management

- 17.1. The Prudential Code requires that the Council's Capital Strategy be aligned with the Treasury Management Strategy which is approved by the Executive Committee annually as part of the budget setting process.
- 17.2. The capital programme determines the borrowing need of the Council, essentially the longer term cash flow planning, to ensure the Council can manage its capital spending obligations.
- 17.3. As detailed in section 12.7, it is forecast that the Council's debt will be £1,321.385m by the end of 2020/21. This includes the liability of £193.793m for the Secondary Schools and finance leases (which we report under International Financial Reporting Standards). It should be noted that while these liabilities are to be classed as external debt, there is no requirement to borrow these amounts. There is no impact on borrowing costs and therefore no impact on revenue budgets.
- 17.4. We are also required to comment on the councils need to borrow compared to the actual level of debt. The Council's Capital Financing Requirement (CFR) reflects the Council's requirement to borrow for past and present capital expenditure.
- 17.5. If you compare the Council's borrowing requirement (CFR) at the end of 2017/18 (£1,254 million) to the Council gross debt at the end of 2017/18 (being £1,120 million), it shows that the amount actually borrowed is lower than the need to borrow. This is because the Council has used existing cash balances and the benefits of early cash inflows, instead of having to borrow. In effect, the Council has 'under-borrowed'.
- 17.6. While the Council was under-borrowed at the end of 2017/18, for the purposes of forecasting, it is assumed that the Council will borrow each year up to the level needed (ie its CFR). The financial impact from treasury activity and borrowing for capital expenditure has been built into the long term revenue budget strategy
- 17.7. The Council has to set authorised and operational limits for borrowing are part of its Treasury Management Strategy. The Council's estimated Authorised Borrowing limit for debt for 2018/19 of £1.190m and £1.210m for 2019/20 represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council.
- 17.8. The Council's estimated Operational Limit for debt for 2018/19 is £1.170m and £1.190m for 2019/20. This represents the limit beyond which external debt is not normally expected to exceed.
- 17.9. The Council makes provision for the repayment of debt over the life of the asset that the borrowing is funding. Over the period 2018/19 to 2020/21 the Council has made provision of £236.921m for the repayment of debt.

18. Governance Framework

- 18.1. It is important that the appropriate Governance framework be in place when considering capital investment. In order to mitigate some of these risks, the following processes are in place in terms of the Capital Programme and Treasury Management:

18.2. Capital Programme Governance:

- The overall 3 Year Capital Programme be subject to approval by the Executive Committee or Council. This will be presented following a bid exercise. Resources will be asked to submit projects for consideration and these will be prioritised in line with the Council priorities and links to Asset Management Plans.
- Any changes to the programme will be agreed by the Executive Committee;
- A senior officer group exists (Capital Steering Group) which is chaired by the Head of Finance (Strategy) and Head of Property Services. The group monitors the delivery of the capital programme on an ongoing basis. The group reports to the Executive Director (Finance and Corporate Resources) on a monthly basis
- The annual capital programme is monitored by elected members through the Financial Resources Scrutiny Forum.
- The Capital Programme is subject to Internal and External Audit Review.

18.3. Treasury Management Governance: The Council's treasury activities are regulated by the Local Government (Scotland) Acts 1975 and 2003, and a professional code of practice (the CIPFA Treasury Management in Public Services Code of Practice – revised December 2017). It is a requirement of this Code, and the financial regulations of South Lanarkshire Council that a Treasury Management Strategy is approved by Committee every year. A key requirement of this strategy is to explain both the risks and the management of these risks associated with the treasury function.

18.4. The Council employs Link Asset Services as its Treasury Management Advisors.

18.5. Treasury Management is also subject to Internal and External Audit review.

19. Knowledge and Skills

19.1. The Capital Programme and Treasury Management Strategy are managed by a team of professionally qualified accountants with extensive Local Government finance experience between them. They all follow a continuous Professional Development Plan (CPD) and attend courses on an ongoing basis to keep abreast of new development and skills. The Council's Section 95 Officer is the officer with overall responsibility for Capital and Treasury activities. He too is professionally qualified accountant and follows an ongoing CPD Programme.

19.2. Council assets are managed by a team of professionals in Housing and Technical Resources. Again, they have extensive experience in asset management and are professionally qualified with development processes in place.

19.3. Members of the Council are trained in Local Government Finance. This training takes account of all aspects of the Capital Strategy including establishing and monitoring capital projects as well as understanding the impact of capital investment on the ongoing budgets of the Council in terms of revenue budget consequences and debt levels.

| Revised General Service Capital Programme 2018/2019 to 2019/2020 (Section 2.1) | | | |
|--|------------------|------------------|---------------|
| | 2018/2019 | 2019/2020 | Total |
| Community and Enterprise Resources | | | |
| Ballgreen Hall – Demolition | 0.130 | - | 0.130 |
| Accommodation Upgrades – Community Facility, Walston Primary | 0.100 | - | 0.100 |
| Zero Waste Fund Projects | 0.400 | - | 0.400 |
| Clyde Gateway | 1.600 | - | 1.600 |
| Extension / Improvement of Cemeteries | 0.145 | 0.372 | 0.517 |
| Existing Synthetic and Grass Pitches | 0.731 | 0.225 | 0.956 |
| Upgrades to Community Infrastructure | 0.120 | - | 0.120 |
| Demolition Programme | 0.130 | - | 0.130 |
| War Memorials | 0.100 | - | 0.100 |
| Bin Storage Areas | 0.200 | - | 0.200 |
| Roads Improvement (including Footpaths) | 3.000 | 5.500 | 8.500 |
| Roads Investment Programme | 12.000 | - | 12.000 |
| Street Lighting Improvement Programme | 1.641 | 1.624 | 3.265 |
| Cycling, Walking and Safer Streets | 0.432 | - | 0.432 |
| Vacant and Derelict Land | 0.901 | - | 0.901 |
| Total City Deal / Developer Contributions – Community Growth Areas | 5.484 | 7.746 | 13.230 |
| Total Glasgow City Region City Deal – Roads Projects (Greenhills, Cathkin, Stewartfield Way) | 16.051 | 10.539 | 26.590 |
| Total Community and Enterprise Resources | 43.165 | 26.006 | 69.171 |
| Education Resources | | | |
| Schools ICT Solutions for Learning | 2.693 | 1.750 | 4.443 |
| Multi Use Games Area Pitches - Schools | 0.125 | 0.112 | 0.237 |
| St John's Primary School, Blackwood | 0.353 | - | 0.353 |
| Loch Primary School | 1.103 | 0.650 | 1.753 |
| Capacity Issues – Mainstream Primary School | 0.320 | 0.295 | 0.615 |
| Primary Schools Modernisation Programme | 10.744 | 2.650 | 13.394 |
| Total Education Resources | 15.338 | 5.457 | 20.795 |
| Finance and Corporate Resources | | | |
| IT Infrastructure / Telephony and Productivity | 0.555 | 0.534 | 1.089 |
| Customer Contact Centre | 0.093 | - | 0.093 |
| FMS and HRMS Server Replacement | 0.050 | - | 0.050 |
| New FMS Modules & Systems Development | 0.020 | - | 0.020 |
| Mobile Working | 0.100 | - | 0.100 |
| Total Finance and Corporate Resources | 0.818 | 0.534 | 1.352 |

| Contd. | 2018/2019 | 2019/2020 | Total |
|--|------------------|------------------|----------------|
| | | | |
| Housing and Technical Resources | | | |
| Private Housing Scheme of Assistance | 1.000 | 1.000 | 2.000 |
| Planned Asset Management Programme | 4.551 | 4.775 | 9.326 |
| Prioritised Urgent Investment in Property | 1.700 | 1.700 | 3.400 |
| Headquarters Fabric Upgrade | 0.690 | 0.887 | 1.577 |
| Civic Centre Fabric Upgrade | 0.625 | 0.625 | 1.250 |
| Springhall Regeneration Project | 0.307 | - | 0.307 |
| Total Housing and Technical Resources | 8.873 | 8.987 | 17.860 |
| | | | |
| Social Work Resources | | | |
| Social Work Residential Facilities | 5.000 | 12.300 | 17.300 |
| Total Social Work Resources | 5.000 | 12.300 | 17.300 |
| | | | |
| Total General Services Capital Programme 2018/2019 to 2019/2020 | 73.194 | 53.284 | 126.478 |

Future Capital Investment Strategy – Potential Park and Ride Projects (Section 5.19 – 5.12)

| | | | | | | Estimated Cost | |
|----|------------------|-----------------|---------------------|---|----------------|-------------------|--------------------|
| | Station Name | Priority Status | Estimated Timeframe | Potential Project Description | Spaces Created | Low Estimate (£m) | High Estimate (£m) |
| 1 | Hairmyres | High | Short Term | Reconfiguration and extension of existing car park. | 11 | 0.040 | 0.050 |
| | | High | Medium Term | Construction of a new surface car park with access road. | 109 | 0.340 | 0.420 |
| | | High | Long Term | Develop decked car park. | 127 | 1.080 | 1.350 |
| | | High | Long Term | Decked extension of existing Scotrail car park. | 48 | 0.540 | 0.670 |
| 2 | Uddingston | High | Short Term | Reconfiguration of existing Scotrail Car Park. | 91 | 0.630 | 0.770 |
| | | High | Long Term | Extension of existing car park towards | 44 | 0.250 | 0.300 |
| 3 | Newton | High | Short Term | Extension of existing car park | 134 | 0.430 | 0.540 |
| | | High | Long Term | Construction of a new surface car park part of CGA | 120 | 0.360 | 0.450 |
| 4 | Hamilton West | High | Short Term | Reconfiguration and extension of existing station car park. | 17 | 0.020 | 0.030 |
| | | High | Long Term | Decked extension at Peacock Way car park. | 50 | 0.500 | 0.642 |
| 5 | Rutherglen | High | Short Term | Reconfiguration of existing car park | 4 | 0.020 | 0.030 |
| | | High | Long Term | Construction of a new surface car park with new access bridge | 200 | 5.900 | 6.500 |
| | | High | Medium Term | Promote alternative facilities | n/a | - | - |
| 6 | Hamilton Central | High | Short Term | Further marketing / promotion required | n/a | - | - |
| 7 | Cambuslang | High | Short Term | Construction of a new surface car park at Bridge Street. | 152 | 0.460 | 0.500 |
| | | High | Short Term | Improve the signage for existing Park and Ride to increase use. | n/a | - | 0.010 |
| 8 | Blantyre | Medium | Short Term | Reconfiguration and extension of existing car park. | 12 | 0.070 | 0.080 |
| 9 | Lanark | Medium | Short Term | Construction of a new surface car park. | 46 | 0.140 | 0.170 |
| | | Medium | Short Term | Construction of a new surface car park | 53 | 0.150 | 0.180 |
| 10 | Merryton | Medium | Short Term | Reconfiguration and extension of existing car park. | 12 | 0.070 | 0.080 |
| | | Medium | Long Term | Construction of a new surface car park (subject to CGA). | 179 | 0.530 | 0.660 |

| | | | | | | Estimated Cost | |
|----|------------------|-----------------|---------------------|--|----------------|-------------------|--------------------|
| | Station Name | Priority Status | Estimated Timeframe | Potential Project Description | Spaces Created | Low Estimate (£m) | High Estimate (£m) |
| | Merryton (contd. | Medium | Short Term | Promote alternative facilities. | n/a | - | - |
| 11 | East Kilbride | Medium | Short Term | Reconfiguration and extension of existing car park. | 23 | 0.060 | 0.080 |
| | | Medium | Medium Term | Decked extension of existing car park. | 154 | 1.270 | 1.590 |
| 12 | Larkhall | Low | Short Term | At grade extension of existing car park. | 86 | 0.470 | 0.590 |
| | | Low | Medium Term | Decked extension of existing car park. | 95 | 0.740 | 0.920 |
| 13 | Carluke | Low | Long Term | At grade extension of existing car park. | 202 | 0.570 | 0.710 |
| | | Low | Long Term | Decked extension of existing car park (south station). | 125 | 1.270 | 1.590 |
| 14 | Carstairs | Low | Short Term | At grade extension of existing car park (phase 2). | 23 | 0.080 | 0.100 |
| | | Low | Short Term | At grade extension of existing car park (phase 3). | 30 | 0.100 | 0.130 |
| | | Low | Short Term | Construction of a new surface car park. | 27 | 0.070 | 0.090 |
| 15 | Chatelherault | Low | Medium Term | Reconfiguration and extension of existing car park. | 34 | 0.260 | 0.320 |
| | | Low | Long Term | Construction of a new surface car park. | 69 | 0.320 | 0.400 |
| 16 | Thortonhall | No | Short Term | Promote alternative facilities, if supply allows. | n/a | - | - |
| 17 | Burnside | No | Medium Term | Promote alternative facilities, if supply allows. | n/a | - | - |
| 18 | Croftfoot | No | Medium Term | Promote alternative facilities, if supply allows. | n/a | - | - |
| 19 | Kirkhill | No | Medium Term | Promote alternative facilities, if supply allows. | n/a | - | - |
| | | | | | | | |
| | | | | Total | | 16.740 | 19.952 |

EDUCATION: GROWTH AND CAPACITIES (Section 7.1 – 7.3)**Project Name****Immediate Capacity Issues (2018/19)**

| | | | | | |
|--|---------------|--------------|---------------|---------------|----------|
| Woodhead Primary School Extension | 4.000 | - | 4.000 | 4.000 | - |
| New Jackton Primary School – Phase 1 | 9.600 | - | 9.600 | 9.600 | - |
| Trinity High School Science Lab Conversion | 0.115 | 0.115 | - | 0.115 | - |
| Total Immediate Capacity Issues | 13.715 | 0.115 | 13.600 | 13.715 | - |

Short Term Capacity Issues (2019/20)

| | | | | | |
|---|---------------|--------------|--------------|---------------|----------|
| Castlefield Primary School Extension | 2.000 | 2.000 | - | 2.000 | - |
| St Mark's Primary School Extension | 2.000 | 2.000 | - | 2.000 | - |
| Future smaller scale adaptations to Primary Schools | 0.200 | 0.200 | - | 0.200 | - |
| Uddingston Grammar School Adaptations | 0.300 | 0.300 | - | 0.300 | - |
| Cathkin & Trinity Learning Community | 2.600 | 2.600 | - | 2.600 | - |
| Calderside Academy – Phase 1 | 5.500 | 0.500 | 5.000 | 5.500 | - |
| Total Short Term Capacity Issues | 12.600 | 7.600 | 5.000 | 12.600 | - |

| | Estimated Project Cost (£m) | Total Funding Available | | Total Funding (£m) | Surplus / (Shortfall) (£m) |
|---|-----------------------------------|-------------------------------------|-------------------|--------------------------|----------------------------------|
| | | Developers Contributions (£m) | City Deal (£m) | | |
| Medium Term Capacity Issues (2020/21 - 2021/22) | | | | | |
| Holy Cross High School | 11.300 | 3.300 | 8.000 | 11.300 | - |
| Hamilton Grammar Capacity Pressures | 0.600 | - | - | - | (0.600) |
| Glengowan Primary School Extension | 4.700 | 3.100 | 1.600 | 4.700 | - |
| Future smaller scale adaptations to Primary Schools | 0.200 | - | - | - | (0.200) |
| Strathaven Academy Capacity | 0.500 | 0.500 | - | 0.500 | - |
| St Andrew's / St Bride's Adaptations | 0.600 | 0.600 | - | 0.600 | - |
| Duncanrig adaptations | 0.600 | 0.600 | - | 0.600 | - |
| ASN Expansion | 1.500 | - | - | - | (1.500) |
| Total Medium Term Capacity Issues | 20.000 | 8.100 | 9.600 | 17.700 | (2.300) |
| Longer Term Capacity Issues (2022/23 and Beyond) | | | | | |
| New Jackton Primary School - Phase 2 | 7.800 | 7.800 | - | 7.800 | - |
| Denominational School Extension, East Kilbride | 3.220 | 3.220 | - | 3.220 | - |
| Future smaller scale adaptations to Primary Schools | 0.600 | - | - | - | (0.600) |
| Larkhall Academy | 6.700 | 6.700 | - | 6.700 | - |
| Calderside Academy - Phase 2 | 5.500 | 5.500 | - | 5.500 | - |
| Calderglen High School Improvements | 0.596 | 0.596 | - | 0.596 | - |
| St Andrew's / St Bride's Adaptations | 0.878 | 0.031 | 0.847 | 0.878 | - |
| Holy Cross Adaptations | 7.100 | - | - | - | (7.100) |
| Total Longer Term Capacity Issues | 32.394 | 23.847 | 0.847 | 24.694 | (7.700) |
| TOTAL GROWTH AND CAPACITIES ISSUES | 78.709 | 39.662 | 29.047 | 68.709 | (10.000) |

INFORMATION TECHNOLOGY INFRASTRUCTURE REQUIREMENTS (Section 8)

| Project Name | Project Description | 2020/21 £m | 2021/22 £m | 2022/23 £m | Beyond 2022/23 £m | Total £m |
|---|---|-----------------------|-----------------------|-----------------------|----------------------------------|---------------------|
| Business As Usual | | | | | | |
| IT Infrastructure Refresh | Update / replace servers, networks and storage. | 0.500 | 0.500 | 0.500 | - | 1.500 |
| Application Refresh (FCR) and licences | Update applications | 0.050 | 0.050 | 0.050 | - | 0.150 |
| Digital Learning | Replacement to Learn on Line, which will have come to the end of its useful life. | - | 0.050 | - | - | 0.050 |
| Data security / audit / GDPR compliance | Compliance | - | 0.050 | 0.050 | - | 0.100 |
| Resilience / disaster recovery | | 0.050 | 0.050 | 0.050 | - | 0.150 |
| Total Business As Usual | | 0.600 | 0.700 | 0.650 | - | 1.950 |
| CaIRD Data Centre | Migration of Council's server and storage infrastructure from the CaIRD Data Centre. | 2.469 | - | - | - | 2.469 |
| Oracle Replacement | Migration and transformation if the Council were to move to a new system for the replacement of Oracle. | - | 0.500 | - | - | 0.500 |
| Digital Transformation | | | | | | |
| EDRMS | A second phase of implementation. | 0.050 | 0.025 | 0.025 | - | 0.100 |
| New website /CRM / MDM /customer portal / integration tools | | 0.300 | 0.350 | 0.350 | - | 1.000 |
| Productivity tools | Costs associated with increasing productivity and the working from home agenda. | 0.050 | 0.050 | 0.050 | - | 0.150 |
| Digital connectivity - Council wi-fi provision | Increase wi-fi provision in Council facilities. | 0.100 | 0.100 | 0.100 | 1.600 | 1.900 |
| Digital connectivity - fibre rollout, public wi-fi, digital inclusion | Increase wi-fi provision within Council area in line with Government priorities. | 1.000 | 1.000 | 1.000 | - | 3.000 |
| Total Digital Transformation | | 1.500 | 1.525 | 1.525 | 1.600 | 6.150 |
| | | | | | | |
| TOTAL IT INVESTMENT REQUIRED | | 4.569 | 2.725 | 2.175 | 1.600 | 11.069 |

5 YEAR NEW SUPPLY AND HIP ANALYSIS**Revised 30 Year Business Plan Proposals after year-end and Carry Forward adjustments (Section 10.1 – 10.4)**

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 5 Year Total |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Expenditure | | | | | | |
| Kitchens & Bathrooms | 342 | 0 | 0 | 0 | 0 | 342 |
| External Fabrics | 5,852 | 10,844 | 10,869 | 11,038 | 11,038 | 49,641 |
| Environmental Works | 1,657 | 400 | 400 | 400 | 400 | 3,257 |
| Heating Projects | 7,006 | 7,422 | 5,922 | 7,360 | 7,360 | 35,070 |
| Provision of New Housing Stock | 26,821 | 49,413 | 42,965 | 1,600 | 1,600 | 122,399 |
| Miscellaneous Projects | 1,792 | 0 | 0 | 0 | 0 | 1,792 |
| Client Line | 834 | 250 | 250 | 200 | 200 | 1,734 |
| Legislative Compliance | 1,870 | 1,630 | 1,630 | 1,630 | 1,630 | 8,390 |
| Windows & Doors | 2,121 | 2,421 | 2,421 | 2,600 | 2,600 | 12,163 |
| Services Upgrades | 1,016 | 240 | 240 | 240 | 240 | 1,976 |
| Sheltered Housing | 868 | 400 | 400 | 400 | 400 | 2,468 |
| Energy Funding | 1,965 | 0 | 0 | 0 | 0 | 1,965 |
| To be allocated | 1,520 | 0 | 0 | (35) | (25) | 1,460 |
| | | | | | | |
| Total Expenditure | 53,664 | 73,020 | 65,097 | 25,433 | 25,443 | 242,657 |
| | | | | | | |
| Funding | | | | | | |
| Capital Receipts - Land Sales | (2,000) | 0 | 0 | 0 | 0 | (2,000) |
| Capital Funded from Current Revenue | (24,130) | (21,309) | (21,077) | (22,822) | (24,123) | (113,461) |
| Prudential Borrowing | (20,664) | (37,582) | (19,995) | (1,891) | (600) | (80,732) |
| Specific Grant | (6,870) | (14,129) | (24,025) | (720) | (720) | (46,464) |
| Total Funding | (53,664) | (73,020) | (65,097) | (25,433) | (25,443) | (242,657) |

Appendix 6

Summary of Future Capital Programme Expenditure & Income

| Year: | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
|--|---------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--|----------------|
| Financial Year: | Section Ref | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | | Total |
| | | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | | £m |
| Expenditure: | | | | | | | | | | | | | |
| Leisure Centres | 3 | | | 2.000 | 4.000 | 11.000 | 10.000 | 3.000 | | | | | 30.000 |
| Community Halls | 4 | | | | | | | | | | | | 0.000 |
| Roads – Carriageway Investment | 5.1 – 5.4 | | 4.000 | 9.400 | 9.400 | 9.400 | 9.400 | 9.400 | 9.400 | 9.400 | 9.400 | | 79.200 |
| Roads – Other Infrastructure | 5.5 – 5.6 | | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 | | 21.600 |
| Roads – Structures | 5.8 | | 6.000 | | | | | | | | | | 6.000 |
| Park and Ride Facilities | 5.9 - 5.12 | | | 3.430 | | | 3.250 | | | 13.272 | | | 19.952 |
| Replacement Care Facilities | 6.1 - 6.3 | 0.300 | 17.300 | | | | | | | | | | 17.600 |
| Community Family Centre | 6.4 | | | 1.000 | 1.500 | 0.500 | | | | | | | 3.000 |
| Schools Growth and Capacities | 7.1 - 7.3 | 1.315 | 3.050 | 17.000 | 21.700 | 6.450 | 2.298 | 6.300 | 12.596 | 8.000 | | | 78.709 |
| Early Years – 1,140 Hours (includes 2017/18 spend) | 7.4 – 7.7 | 1.407 | 11.382 | 19.379 | 0.070 | | | | | | | | 32.238 |
| Early Years – Growth and Capacities | 7.8 | | | 2.200 | 3.200 | | | | | | | | 5.400 |
| Schools information | | | | | | | | | | | | | |
| Communication Technology (ICT) | 7.9 | | | 1.800 | 1.800 | 1.800 | 1.800 | 1.800 | 1.800 | 1.800 | 1.800 | | 14.400 |
| Information Technology | 8 | | | 4.569 | 2.725 | 2.175 | 0.400 | 0.300 | 0.300 | 0.300 | 0.300 | | 11.069 |
| Private Housing Scheme of Assistance (PHSA) | 10.5 | | | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | | 8.000 |
| Planned Asset Management | 10.6 | | | 4.800 | 4.800 | 4.800 | 4.800 | 4.800 | 4.800 | 4.800 | 4.800 | | 38.400 |
| Prioritised Urgent Investment | 10.7 | | | 1.700 | 1.700 | 1.700 | 1.700 | 1.700 | 1.700 | 1.700 | 1.700 | | 13.600 |
| Lifecycle Replacement – Schools | 10.8 - 10.9 | | | 0.750 | 0.750 | 0.750 | 1.250 | 1.250 | 1.250 | 1.750 | 1.750 | | 9.500 |
| Cemeteries, Pitches and Infrastructure | 11.2 – 11.3 | | | 2.000 | | | 2.000 | | | 2.000 | | | 6.000 |
| Play Parks | 11.4 | | | 0.175 | 0.175 | 0.175 | 0.175 | 0.175 | 0.175 | 0.175 | 0.175 | | 1.400 |
| Country Parks | 11.5 – 11.8 | | | 0.800 | 0.200 | 0.200 | 0.200 | 0.200 | 0.200 | 0.200 | 0.200 | | 2.200 |
| Allotments | 11.9 – 11.10 | | | 0.250 | 0.250 | | | | | | | | 0.500 |
| Lanark Library, Lindsay Institute | 11.11 - 11.12 | | | 0.250 | 0.250 | | | | | | | | 0.500 |
| Total Expenditure | | 3.022 | 44.132 | 74.903 | 55.920 | 42.350 | 40.673 | 32.325 | 35.621 | 46.797 | 23.525 | | 399.268 |

| Year: | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
|--|-------------|--------------|-----------------|-----------------|----------------|----------------|----------------|---------------|---------------|-----------------|---------------|--|-----------------|
| Financial Year: | Section Ref | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | | Total |
| | | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | | £m |
| Total Expenditure | | 3.022 | 44.132 | 74.903 | 55.920 | 42.350 | 40.673 | 32.325 | 35.621 | 46.797 | 23.525 | | 399.268 |
| Existing Funding Identified* | | 0.300 | 17.300 | | | | | | | | | | 17.600 |
| Funding Available: | | | | | | | | | | | | | |
| General Capital Grant | 12.2 | | | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | | 224.000 |
| Less: City Deal | 12.2 | | | (2.400) | | | | | | | | | (2.400) |
| General Capital Grant Available | | | | 25.600 | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | 28.000 | | 221.600 |
| Capital Receipts | 12.4 – 12.5 | | | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | | 8.000 |
| Other Grants | | | | | | | | | | | | | |
| - City Deal / Developers Contributions (Schools Growth and Capacities) | 7.3 | 1.315 | 3.050 | 14.300 | 18.950 | 8.696 | 2.602 | 5.188 | 7.411 | 4.929 | 2.268 | | 68.709 |
| - Scottish Government Early Years - 1,140 Hours | 7.4 – 7.7 | 1.407 | 11.382 | 6.451 | | | | | | | | | 19.240 |
| - City Deal / Developers Contributions (Early Years Growth and Capacities) | 7.8 | | | 1.563 | 3.041 | 0.196 | | | | | | | 4.800 |
| Other Grants | | 2.722 | 14.432 | 22.314 | 21.991 | 8.892 | 2.602 | 5.188 | 7.411 | 4.929 | 2.268 | | 92.749 |
| Total Funding Available | | 3.022 | 31.732 | 48.914 | 50.991 | 37.892 | 31.602 | 34.188 | 36.411 | 33.929 | 31.268 | | 339.949 |
| Surplus / (Shortfall) | | - | (12.400) | (25.989) | (4.929) | (4.458) | (9.071) | 1.863 | 0.790 | (12.868) | 7.743 | | (59.319) |

*It has been assumed that the funding for Replacement Care Facilities £17.600 million is included under 'existing funding'.

Report

10

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| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|---|
| Subject: | Capital Programme 2019/2020 Update |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Council with an updated General Services Capital Programme for the financial year 2019/2020

2. Recommendation(s)

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

- (1) that the proposed additions to the 2019/2020 Capital Programme, totalling £19.257 million and summarised in Table 2, be approved.

3. Background

3.1. The General Services Capital Programme for financial years 2017/2018 to 2019/2020 was approved by the Executive Committee on 16 February 2017.

3.2. A further update of the 2018/19 to 2019/20 Capital Programme was approved by the Executive Committee on 28 February 2018. During financial year 2018/19, work has progressed to develop a long term Capital Strategy for the Council.

3.3. As part of the work to develop the long term Capital Strategy, which is subject to a separate report to this Committee, a number of key areas of spend have been identified which will impact on financial year 2019/2020. This paper takes the opportunity to update the 2019/20 Capital Programme, based on the Capital Strategy proposed. This is detailed in section 4.

4. Update to 2019/2020 Capital Programme

4.1. As part of the Council's Long term Capital Strategy, additional items of expenditure have been identified for 2019/20. These are detailed below.

4.2. **Roads – Carriageway Investment:** Following the end of the Roads Investment Plan (RIP) in 2018/2019, an allocation of £5.5 million was approved for 2019/2020 as part of the 2017/2018 – 2019/2020 Capital Programme.

- 4.3. The Association of Public Services Excellence (APSE) was commissioned by the Council to provide consultancy support to review the efficiency and effectiveness of the delivery of the Council's road surfacing policy and to provide an assessment of future need. Their report states that it is evident that the condition of the Council's carriageways has improved overall as a result of the RIP. However, the report confirms that if the Council wishes to maintain its road condition, it will need to invest further in its roads network.
- 4.4. The APSE report recommends that the Council should endeavour to maintain the status quo through 'steady state' funding. Steady state funding is the level of planned investment required to keep carriageways in their current condition. The amount of investment required to maintain 'steady state', as advised by the Society of Chief Officers of Transportation in Scotland (SCOTS), is £11 million.
- 4.5. In relation to 2019/2020, as noted in 4.2, the current approved capital programme for carriageways is £5.5 million. This is augmented by an amount of £1.500 million of Revenue Budget funding for carriageways, giving a total carriageways budget of £7.000 million.
- 4.6. In order to take this to the steady state requirement of £11 million, it is proposed that additional investment of £4 million be added for 2019/20. This carriageway steady state spend of £11 million is part of an overall proposed spend on roads of £21.1m across capital and revenue.
- 4.7. **Other Roads Infrastructure Works:** The Roads 'asset' consists of not only carriageways but other roads related infrastructure including footways and footpaths, traffic management systems, vehicle restraint systems and bridges. The current approved programme for 2019/20 does not include budget for these areas. Based on previous spend levels, it is proposed that additional investment of £2.4 million be added for 2019/20 for Footpaths and Footways, Traffic Management Systems and Vehicle Restraint Systems.
- 4.8. In relation to bridges, the Capital Strategy also presented to this meeting, includes £3 million each for the bridges at Pettinain (Clyde Bridge) and Douglas Water (Ponfeigh Bridge). Approval is sought to add £6 million to the Capital Programme for 2019/20 in order to commence work on these bridges. As the projects progress, detailed timescales will be confirmed, with any update being brought to Committee as required.
- 4.9. **Schools Growth and Capacities:** The Primary Schools' Modernisation Programme is now nearing completion, with the last schools due to complete in late autumn 2019. Due to actual and predicted pupil growth related to general population growth and significant new housing development across the authority, a number of Primary and Secondary Schools are experiencing capacity pressures, or are predicted to in the near future.
- 4.10. The Capital Strategy includes detail of the accommodation pressures identified across the years of the Strategy, however, for 2019/20 specifically, these total £0.650m and are listed in Table 1.

Table 1 – Schools’ Growth and Capacities Projects

| Project Name | 2019/20 Requirement £m |
|--------------------------------------|---------------------------------------|
| Castlefield Primary School Extension | 0.150 |
| St Mark’s Primary School Extension | 0.200 |
| Future Smaller Scale Adaptations | 0.200 |
| Cathkin & Trinity Learning Community | 0.100 |
| Total | 0.650 |

- 4.11. The allocation of £0.650 million is for the 2019/20 element of these projects only. The remainder is included within the longer term Capital Strategy. It is proposed that £0.650m is added to the 2019/20 programme, to be funded in the main from Developers’ Contributions.
- 4.12. In relation to finalising the existing **Primary Schools Modernisation Programme** itself, the overall level of spend anticipated for 2019/20 is part funded by Developer Contributions totalling £1.527 million. It is proposed that the 2019/20 be increased by £1.527 million to reflect this additional funding anticipated. This funding is in relation to Wester Overton Primary School, Strathaven, and the completed Neilsland Primary School, Hamilton.
- 4.13. **Early Years – 1,140 Hours:** In order to continue planning for implementation in August 2020 a report was presented to the Executive Committee on 15 August 2018 detailing a first phase of a capital programme of works that would allow some projects to progress while other options are being finalised. Approval was given to progress with the Phase 1 projects with projected spend of £12.320 million. The approved Capital Programmes for 2017/18 and 2018/19 included an allocation of £7.640 million for Early Years – 1,140 Hours nurseries, therefore, it is proposed that remaining budget of £4.680 million be added to the 2019/20 programme.
- 4.14. Further phases of the Early Years – 1,140 Hours programme are being considered and will be brought to Committee for approval. When approved, the Capital Programme will be updated accordingly.
- 4.15. Taking into account the adjustments noted at 4.2. to 4.12. above results in a revised budget for 2019/2020 totalling £72.541 million and this position is summarised in Table 2.

Table 2: Revised General Fund Programme 2019/2020

| | 2019/2020 £m |
|---|-------------------------|
| Approved Programme – February 2018 | 53.284 |
| | |
| Roads – Carriageways Investment (section 4.5) | 4.000 |
| Roads – Other Roads Infrastructure Works (section 4.6) | 2.400 |
| Roads – Bridges (section 4.7) | 6.000 |
| Schools Growth and Capacities (section 4.9) | 0.650 |
| Primary Schools’ Modernisation Programme (section 4.11) | 1.527 |
| Early Years – 1,140 hrs (section 4.12) | 4.680 |
| Total Increase to 2019/20 | 19.257 |
| | |
| Revised General Fund Expenditure Programme | 72.541 |

- 4.16. It is noted that the Revised Programme for 2019/2020 does not take account of any slippage nor carry forward from the 2018/19 Capital Programme – this will be brought to members in a summary paper at the start of the new financial year, consistent with the normal year-end treatment.

5. Financial Implications

- 5.1. The proposed additions to the 2019/2020 Capital Programme, detailed in Table 2, are included in the Council’s overall Capital Strategy presented to this Committee.
- 5.2. Of the additional projects included in Table 2, the Primary Schools Modernisation programme and the Schools’ Growth and Capacities projects are funded from Developers Contributions (£1.527 million and £0.650 million respectively) and the Early Years - 1,140 Hours is funded from Specific Government Grant (£4.680 million). The funding of the remaining 2019/2020 additional spend (£12.400 million) is dependent on the level of Capital Grant received in 2019/2020. It is proposed that any 2019/2020 spend not met by Capital Grant, be funded from borrowing.
- 5.3. Borrowing for the overall shortfall of £12.400 million would result in an increase to Loan Charges averaging £0.789 million per annum with costs of £0.500m starting in 2019/20. This is included in the overall Capital Strategy funding package, and can be accommodated within the Council’s Revenue Budget Strategy (Loan Charges budget) until 2024/25, when additional funding would be required.

6. Other Implications

- 6.1. The main risk associated with the Council’s Capital Programme is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment management meetings.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. 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.
- 7.2. 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)

1 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 16 February 2017
- ◆ Executive Committee, 28 February 2018

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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Revised General Service Capital Programme 2019/2020

| | 2019/2020 £m |
|---|-------------------------|
| Community and Enterprise Resources | |
| Extension / Improvement of Cemeteries | 0.372 |
| Existing Synthetic and Grass Pitches | 0.225 |
| Roads Improvement (including Footpaths) | 5.500 |
| Roads – Carriageway Investment (section 4.2) | 4.000 |
| Roads – Other Roads Infrastructure Works (section 4.7) | 2.400 |
| Roads – Bridges (section 4.8) | 6.000 |
| Street Lighting Improvement Programme | 1.624 |
| Total City Deal / Developer Contributions – Community Growth Areas | 7.746 |
| Total Glasgow City Region City Deal – Roads Projects (Greenhills, Cathkin, Stewartfield Way) | 10.539 |
| Total Community and Enterprise Resources | 38.406 |
| | |
| Education Resources | |
| Schools ICT Solutions for Learning | 1.750 |
| Multi Use Games Area Pitches – Schools | 0.112 |
| Loch Primary School | 0.650 |
| Capacity Issues – Mainstream Primary School | 0.295 |
| Primary Schools Modernisation Programme | 2.650 |
| Primary Schools Modernisation Programme (section 4.11) | 1.527 |
| Schools Growth and Capacities (section 4.9) <i>(does not include £2.4 million of City Deal funded projects already included in the approved budget for Community Growth Areas)</i> | 0.650 |
| Early Years – 1,140hrs (section 4.12) <i>(does not include carry forward budget from 2018/19)</i> | 4.680 |
| Total Education Resources | 12.314 |
| | |
| Finance and Corporate Resources | |
| IT Infrastructure / Telephony and Productivity | 0.534 |
| Total Finance and Corporate Resources | 0.534 |
| | |
| Housing and Technical Resources | |
| Private Housing Scheme of Assistance | 1.000 |
| Planned Asset Management Programme | 4.775 |
| Prioritised Urgent Investment in Property | 1.700 |
| Headquarters Fabric Upgrade | 0.887 |
| Civic Centre Fabric Upgrade | 0.625 |
| Total Housing and Technical Resources | 8.987 |
| | |
| Social Work Resources | |
| Social Work Residential Facilities <i>(does not include carry forward of £5 million from 2018/19)</i> | 12.300 |
| | |
| Total Social Work Resources | 12.300 |
| | |
| Total General Services Capital Programme 2019/20 | 72.541 |

Additional projects subject to approval in this paper, are highlighted in bold.

Revised General Services Capital Programme – Funding 2019/2020

| | Original 2019/20 £m | 2019/20 Update £m | Revised 2019/2020 £m |
|--|------------------------------------|----------------------------------|-------------------------------------|
| Full Capital Programme | 53.284 | 19.257 | 72.541 |
| | | | |
| Funding Available | | | |
| Borrowing | 12.267 | 12.400 | 24.667 |
| Capital Receipts | 1.500 | 0.000 | 1.500 |
| General Capital Grant | 24.000 | 0.000 | 24.000 |
| Specific Capital Grant | 0.000 | 4.680 | 4.680 |
| Developers Contributions | 1.074 | 2.177 | 3.251 |
| City Deal Government Grant | 4.411 | 0.000 | 4.411 |
| City Deal (Borrowing / Reserves) | 7.874 | 0.000 | 7.874 |
| Specific Council Reserves – IT Development Fund | 0.534 | 0.000 | 0.534 |
| Revenue Contributions | 1.624 | 0.000 | 1.624 |
| | | | |
| Total Funding Available | 53.284 | 19.257 | 72.541 |
| | | | |
| Surplus / (Deficit) in Funding | - | - | - |

Report

11

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|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Council Tax – Long Term Empty Dwellings |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline the powers available to vary council tax on long term empty dwellings and seek approval to implement changes from 1 April 2019

2. Recommendation(s)

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

- (1) that South Lanarkshire Council implements a 100% council tax levy on long term empty properties from 1 April 2019;
- (2) that discretion to not apply the levy is restricted to cases of new ownership and should be considered on a case by case basis with a 90% charge applying for a maximum period of 12 months; and
- (3) that existing staff with Benefits and Revenues and Housing Services work with owners to help bring properties back into use.

3. Background

- 3.1. The Scottish Government passed regulations in 2005 which granted discretionary powers to councils to vary discounts on long term empty and unfurnished dwellings from 50% to 10%.
- 3.2. Further regulations were introduced in 2013 to enhance the discretionary powers afforded to councils to enable an additional charge of up to a maximum 100% to be levied on long term empty dwellings. This relates to unoccupied dwellings not being marketed for sale or let that have been continuously unoccupied for more than 12 months.
- 3.3. The purpose of this legislation is to help local authorities encourage owners to bring empty properties back into use, both to increase the supply of housing for those who need homes and to reduce the blight on communities caused by houses being left empty and allowed to fall into disrepair.
- 3.4. The enhanced powers do not apply to owners of second homes, who will continue to receive a discount of 10%. A second home is defined as a dwelling which is furnished and lived in for at least 25 days during any 12 month period but is no one's sole or main residence.

- 3.5. Properties which are actively being marketed for sale or let are exempt from the enhanced discretionary powers until they have been unoccupied for two years or more and therefore they will continue to receive a 10% discount.

4. Current position

- 4.1. There are currently 495 domestic properties, out of a total property base of 151,352 in South Lanarkshire Council, categorised as long term empty in the council tax system. These properties are mainly privately owned but do include council and housing association properties. These properties currently receive a 10% empty and unfurnished discount to an annual value of £50,000 in total.
- 4.2. The potential increase in charges is likely to significantly reduce the number of properties categorised as long term empty thus fulfilling the aims of the policy to encourage owners to bring empty properties back into use. It is anticipated that, based on the experience of other councils, the number of affected properties could reduce by as much as 50%.

5. Proposal

- 5.1. It is proposed that South Lanarkshire Council utilises the discretionary powers contained within the Council Tax Variation for Unoccupied Dwellings (Scotland) Regulations 2013 and implements a 100% surcharge on long term empty properties effective from 1 April 2019. The increased charge does not apply to water and wastewater charges with long term is defined as being greater than 12 months.
- 5.2. In cases of new ownership and to give the new owner the opportunity to bring the property back into use a 90% charge could apply for a maximum period of 12 months. Consideration of the entitlement and duration will be made on a case by case basis with responsibility delegated to the Benefits and Revenues Manager.
- 5.3. Existing staff within Benefits and Revenues and Housing Services will work with owners to help bring properties back into use by providing advice and assistance on all options available to them.
- 5.4. Operational procedures will be developed to ensure that the additional levy is accurately administered and deliberate evasion is minimised.

6. Customer information

- 6.1. Publicity and communication are key to ensuring that dwellings are correctly classified in the council tax system prior to the additional levy being introduced. This will include conducting a data gathering exercise with owners that could be affected which will also inform them of the new levy.
- 6.2. Publicity including press releases will be agreed with the council's Corporate Communications team to ensure awareness of the changes prior to implementation.

7. Employee Implications

- 7.1. Existing staff from Benefits and Revenues and Housing Services will maximise the effectiveness of the policy.

8. Financial Implications

- 8.1. It is estimated that an additional £267,000 will be raised annually through implementing the surcharge. This additional revenue can be used for any purpose.

8.2. One off set up costs relating to upgrading the council tax system are estimated at £17,000 and will be met from existing budgets.

9. Other Implications

9.1. None.

10. Equalities Impact Assessment and Consultation Arrangements

10.1. An Equality Impact Assessment has been carried out and no negative impact on any specific equality group has been identified.

Paul Manning

Executive Director (Finance and Corporate Resources)

2 November 2018

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ The Council Tax Variation for Unoccupied Dwellings (Scotland) Regulations 2013

Contact for Further Information

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

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Report

12

Report to: **Executive Committee**
 Date of Meeting: **21 November 2018**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council Charging Policy and Proposals**

1. Purpose of Report

1.1. The purpose of the report is to

- ◆ Advise Committee of the proposal to implement a Council Wide Charging Policy

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendations:-

- (1) that the Council Charging Policy as agreed at appendix 1 be agreed,
- (2) that the proposed inflationary increase in Charging as noted in section 7.3 be noted

3. Background

- 3.1. The Council charges for a number of services delivered across South Lanarkshire. There is currently no overarching policy for charges which helps service users, officers and councillors understand how the Council will charge for services. Charges have mainly been made on a historic basis, with some covering the costs of delivering a service, and other charges simply being a contribution towards a service's overall budget.
- 3.2. The purpose of this paper is to propose a Council Wide Charging Policy - this will set out clearly the Council's approach to charging, stating what the Council charges for, and what will be considered when we make a charge. The approach to how the Council will consider increasing charges is covered in Section 3 of the proposed Policy (attached at Appendix 1). It states that every year existing charges will be subject to inflationary increases. Also, each chargeable service will review its costs and make recommendations on any additional changes to charges. New charges will also be considered on an annual basis.
- 3.3. As well as proposing principles for a Charging Policy, this paper also reviews the Council's current levels of charges, and makes recommendations around changes to charges for 2019/20.
- 3.4. This report will cover the following:
- The areas of charging that this review covers (section 4)
 - Current practice on setting charges, and guidance on Charging that has influenced the proposal for the Council's Charging Policy (section 5)
 - A proposal for a Council Charging Policy (section 6)
 - Proposals for changes to Charging for 2019/2020 (section 7)
 - Benchmarking of Charges (section 8)

- Summary of recommendations (section 9)

4. Charges Covered

- 4.1. The Council charges for a number of services, and some of these charges the Council cannot influence (such as planning and some licencing charges). This review considers the charges that the Council, makes that it can influence. The Council currently receives around £10.5m from income that is considered as part of this review.
- 4.2. This review does not consider charges made by the Council in relation to non-residential and Residential Social Care services. These services are covered by regulation and Cosla guidance, and the Council adopts these regulations when setting charges. Whilst these charges still allow some council discretion, there is a separate Charging Policy in relation to these charges which takes into account the specific guidance and therefore it is not proposed to consider those in this review. Any changes to the charges for non-residential and residential social care services would be subject to separate approval through the Social Work Committee (last report on changes to charges – April 2018) and take into account any updates to the specific guidance and regulation on these areas.
- 4.3. The review also does not consider income raised by South Lanarkshire Leisure and Culture. SLLC raise a further £16m of income. SLLC is a separate arms-length organisation. In the past changes to Leisure and Cultural Trust charges have been made through the Council's savings proposals primarily as this affects the price payable by the Council to SLLC to deliver Leisure and Cultural Services. Savings proposals from SLLC will include any proposals to change charges.
- 4.4. In relation to charges made for services falling under the Housing Revenue Account, any changes to charges will continue to be considered and approved as part of HRA budgets in consultation with tenants.

5. Current Practice and Guidance on Charging

- 5.1. Increases in charges have in the past formed part of savings exercises. For 2018/19 £0.135m of savings agreed came from Council charging (excluding SLLC). The total increase equates to around 1% of the total income raised that the Council can influence.
- 5.2. As there is currently no set Charging Policy across the Council, it has been for Councillors every year to consider increasing charges based on individual proposals brought forward by officers. By introducing a Charging Policy, there will be more certainty and understanding on charges and how they will increase.
- 5.3. In drafting the Council's Charging Policy consideration was made to guidance in relation to charging. Audit Scotland published a report in 2013 on "Charging for Services ; Are you getting it Right". Within the Audit Scotland paper principles on how councils charge are described. The Key Messages of the report are summarised below :
 - Councils should have clear policies for charges and concessions
 - Councillors take the lead in determining charging policies
 - Charges can be used to influence behaviour to achieve council objectives
 - Councils should improve their unit cost information to understand if charges recover cost

- Councils should be aware of differences in their charges to those of other councils

5.4. Through developing the Charging Policy for the Council, these key messages have been incorporated (see section 6.1 below).

6. Council Charging Policy

6.1. A Council wide Charging Policy has been drafted and is attached at Appendix 1. The key messages from the Audit Scotland guidance, as detailed at section 5.3, were considered when forming the Charging Policy. Key elements of the Policy itself are covered in Section 3 of the document and are noted below.

- Charges will be based on an understanding and knowledge of the costs incurred in delivering the service
- The council will consider recovering costs through setting charges
- We may choose not to recover costs where an increase will impact on the delivery of council objectives, or for commercial reasons
- All charges will be increased by inflation on an annual basis, unless approval is sought not to apply this increase.
- All services will review their charges annually with any recommendations for new or higher than inflation increase in charges being considered by executive committee.
- Concessions will form part of the charging policy

6.2. The policy includes a master list of charges and concessions. The concessions currently offered by the Council are covered in section 4 of the Policy. It is through the application of concessions that the Council can help address issues of poverty or disadvantage for service users when accessing services which include a charge. Concessions and discounts can help service users, who may face some difficulty in paying a charge, to access Council Services through removing or reducing charges if they meet the necessary criteria. Work will be undertaken to review concessions and discounts on an annual basis as part of future Charging Reports.

7. Proposals for Charging for 2019/20

- 7.1. The Charging Policy states that an annual paper will be presented to members on Charging, to provide an update on charging, and to identify if any additional changes to charges should be made. This will include any proposed changes to concessions offered.
- 7.2. Appendix 2a summarises the charges that the Council makes that we can influence and the level of income currently received from these charges. Appendix 2b shows (for each of the areas we charge for) the costs of delivering that service, the unit cost for each service, and the potential income that could be gained if we moved to charging the full cost of the service. The full list of charges is included in the Charging policy (at Appendix 1).
- 7.3. **Inflationary Increase to all Charges:** The Policy proposes a standard inflationary increase to all charges (excluding HRA). In relation to Parking charges, the minimum increase to charges would be 10p per tariff (this is due to the payment machines only accepting charges in 10p bands). A minimum increase of 10p per band would exceed a 3% inflationary level so it is proposed that no change is made to parking charges. It is also proposed that for 2019/20 there are no changes to the social work charges detailed in this report.
- 7.4. At 3% increase across all other charges, this would result in an increase in income of approximately £0.330m. The concession policy will continue to apply and mitigate

some of any additional charge made for those charges where a concession is in place. The charges after a 3% inflationary increase are shown in Appendix 2a.

- 7.5. **Recovery of Costs** : The Charging Policy states that the Council will set charges with an awareness of the cost of delivering the service. As there are a range of factors to be considered when setting charges (such as how charges influence behaviour) the Council may not always look to fully recover costs. The policy also states that when considering charges, the Council will consider the charges that are made by other providers of the same or similar services.
- 7.6. The sections below detail where the Council does currently recover costs when charging (section 7.7). Section 7.8 details where costs are not recovered through charging.
- 7.7. **Charges where Costs are Recovered**: There are 17 areas in Appendix 2a where the Council recovers the cost of delivering the service. These services are unshaded in the appendix. In terms of benchmarking Appendix 3 shows the council's charges and benchmark charges from a selection of other councils where information has been available.
- 7.8. **Charges where Costs are Not Recovered** : There are 12 areas where the charge that the Council makes does not recover the costs of delivering that service. These are shaded in Appendix 2a, and summarised below in Table 1. If charges were to increase for these areas to fully recover costs the level of income that could be generated would be £6.5m. This is illustrated in appendix 2b.

Table 1 – Charges where the Council does not recover cost

| Community and Enterprise Resources | Education Resources | Social Work Resources |
|---|--|---|
| Interment Fees | Early Years Charge for non-free hours | Lunch Clubs (Social Care) |
| Primary School Meals | Music Tuition | Community Alarms |
| Secondary School Meals | Playgroup | Adult Day Care (current charge is only for meals) |
| Special Refuse Uplift | Privilege Transport (outwith free travel area) | Residential Respite |

- 7.8.1. It is not proposed to move to full cost recovery on all of these areas. The Charging Policy gives the option not to recover costs, where to do so would impact on the Council's objectives, where others may provide the same service more cheaply, or where demand could be affected.
- 7.8.2. It is proposed that we will come back to Committee with areas of charging for further review over the coming year.

- 7.8.3. **Consideration of Costs on Charged for Services:** In relation to recovery of costs, whilst it is suggested that an inflationary increase is applied to charges, this does not preclude services from continuing to review ways that costs across all services can be reduced. Table 1 above shows the areas where we are not recovering costs.
- 7.8.4. The Council has seen many efficiency savings presented over recent years in relation to a range of services, some of which are for services that the Council charges for. The impact of these efficiencies have helped balance the Council's budget.
- 7.8.5. It is therefore proposed that there is an ongoing programme of work carried out on the cost of services where the Council applies charges. This will involve examining the costing techniques and information used, and the benchmarking of costs for these services against those of other councils. This will include work in all areas where the Council does not recover cost (as detailed in 7.8, Table 1), to identify if the unit cost of delivering these services can be reduced.

8. Benchmarking

- 8.1. Benchmarking data has been provided for all Council charges at Appendix 3 comparing the Council's charges with our neighbouring and similar sized councils. Appendix 3a provides a summary, whilst Appendix 3b provides detail. As with all charges, the concession policy will continue to apply and mitigate some of any additional charge made for those charges where a concession is in place. This includes Early Years fees and social care costs.

9. Summary and Recommendations

- 9.1. Members are requested to consider approval of the Corporate Charging Policy, which will then be made public on the Council's website. Members are also asked to consider approving the changes to charges as detailed in section 7.3 which details a proposed inflationary increase to all Charges excluding parking and social care charges. The additional income generated from the inflationary increase of 3% (excluding Parking and Social Care charges – approximately £0.330m) has been included in the proposals for savings for 2019/20 which Members will be asked to approve.

10. Employee Implications

- 10.1. There are no direct employee implications from this report

11. Financial Implications

- 11.1. Through increasing all charges (excluding parking and social care charges) by an inflationary increase of 3%, around £0.330m of additional income could be generated.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. An Equality Impact Assessment has been carried out in relation to the proposals on charging as part of the Councils savings exercise. Copies of the EQIA have been shared with members.
- 12.2. Also, as part of the Council Budget Strategy an assessment has been completed to meet the Council's Fairer Scotland duty.

Executive Director (Finance and Corporate Resources)

2 November 2018

Link(s) to Council Values/Ambitions/Objectives

- Accountable, effective, efficient and transparent

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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E-mail: jackie.taylor@southlanarkshire.gov.uk

South Lanarkshire Council
Council Charging Policy

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- 3. How the Council decides on what charges to make**
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Section 1

Introduction

This document sets out South Lanarkshire's ('The Council's') policy in relation to any charges that it makes to the public and other users for services or goods.

The Council has a statutory duty to provide certain services to the public. There are services provided by the Council where the fees are set nationally, such as planning fees. There also may be services that are currently free of charge, however there are some services that the Council has discretion on whether to make a charge to the users of that service.

In addition to being a funding stream for the Council, income from fees and charges can play a role in other areas such as:

- Contributing to the achievement of council objectives through managing demand and promoting behaviours
- Discouraging use of a service
- Demonstrating the value of a service

This policy will explain how the Council will make charges, the principles that will be followed when charges are made, and provide a listing of the charges that users can expect to pay.

The application of this policy will bring greater clarity to the process of setting charges, and how the Council uses charges to help achieve its corporate objectives.

Section 2

Charging for Services - Key Principles

There are four key principles that the Council considers when charging for goods and services.

Transparency and cost recovery

- The Council will aim to ensure that service users know what charges they will be asked to make
- Charges will be based on the understanding and knowledge of the costs that are incurred in delivering chargeable services
- Each service area which charges users will review their costs, and charges on an annual basis
- Every charge will be considered for an annual inflationary uplift

Accountability and equality

- The Council is aware of why charges are made, and the impact that charges have
- A formalised process is in place for approval of changes to charges, or the introduction of new charges out with the annual inflationary increases.
- Approval will be sought for significant new charges and changes to charges
- A Corporate Concession scheme is in place to help those that can't pay for some charges

Delivery of Council Objectives

- Charges made will consider the impact that the charge has on the achievement of council objectives

Awareness of alternative markets

- When considering charges, the Council will consider others that provide the same services.

Section 3

How the Council decides what charges to make

What services attract a charge?

The Council has considered the discretionary services that will require users to pay a fee or charge. The charges made by the Council are included in the Charging List (which is attached to this document)

There are services that the Council will not charge for. Some of the Services the Council provides are specifically excluded from being permitted to charge for, and the Council has a statutory duty to provide the services (such as the education of children)

There are also other reasons why the Council will not make a charge for a service. This includes considering whether making a charge for a service would not be cost effective, and that recovering the charge would cost more than the actual charge itself.

There may be reasons why charging for a service would actually be counter – productive to achieving one of the Council's main aims and objectives.

Charges should be considered wherever it is legally and practically possible.

How the level of charge is set

It is important for the Council to help the public understand why charges are being made, and the reasons for the level of charges. When considering the charges made, the Council will understand the costs that are incurred when delivering the service. The Council will aim to minimise the costs of delivering the service. The costs of delivering services also include administration costs, and overhead costs such as buildings.

An ongoing programme of work will be carried out on the cost of services where the Council applies charges. This will involve examining the costing techniques and information used, and the benchmarking of costs for these services against those of other councils. This will include work in all areas where the Council does not recover cost to identify if the unit cost of delivering these services can be reduced.

When the costs of a service are understood, the Council can then consider whether the costs of delivering the service should be recovered through charges. The Council will always consider full cost recovery when setting charges. The Council may also consider charging more than a level that will recover costs. The alternative markets for those providing a similar service will be considered.

The Council may also chose not to recover costs where to do so would impact on the Council's objectives, or where other providers of the same service do so more cheaply, and demand for the Council's services could be impacted upon. If this were the case, consideration should be given to whether the Council continues to provide the service.

Where demand for a chargeable service is low, the provision of that service may be considered if it is not financially viable to deliver the service.

Reviewing Fees and Charges

Every year each chargeable service will review its costs and make recommendations on any charges which will be changed. New charges will also be considered on an annual basis

Every year, each existing charges will be subject to an inflationary increase.

Roles and Responsibilities

On an annual basis the Council's Executive Committee will approve any new charges, or any above inflation charge movements

The Council's Budget Consultation exercise will include consultation in relation to charges – this will allow the development of options for charging going forwards.

Section 4

Discounts and Concessions

In setting the charges that the Council will make, it will consider if concessions, discounts or reductions should apply to these charges.

Concessions and discounts can help service users who may face some difficulty in paying a charge to access Council Services through providing either free, or reduced charges if they meet the necessary criteria.

Any concession, discount or reduction granted would be in support of the achievement of the Councils objectives which include:-

- Tackling disadvantage and deprivation
- Raising educational achievement and attainment
- Improving and maintaining health and physical activity
- Promoting participation in cultural activities and providing quality facilities to support communities

Eligibility Criteria

Not all charges will be eligible for concessions, or discounts. When determining whether a concession, reduction or discount should be applied, the following criteria will be considered:-

- Is this a service where we want to encourage uptake?
- Who is using the service, and what is their ability to pay?
- What do other providers, or competitors offer for concessions
- What would be the cost of administering a concession or discount scheme?

In line with these criteria, the Council will determine which charges will be eligible for concessions, discounts or reductions and the appropriate rate of concession. This will be reviewed regularly in line with the annual review of charges

The default concession rates will be 50% of a standard charge, and would apply where the service user was in receipt of income related benefits, namely:

- ◆ Income Support
- ◆ Income-based Job Seekers Allowance
- ◆ Employment and Support Allowance (income related)
- ◆ Council Tax benefit
- ◆ Housing Benefit
- ◆ Working Tax Credit eligibility

However, other eligible users and concession rates may be applied following consideration of the criteria detailed above.

Charging structures may also consider the age of service users, for example reduced rates for children or over 65's.

Concessions, discounts and reductions are currently available for the following services:

| Service Area | Criteria | Concession Applied |
|--|---|--------------------|
| Education - Early Years fees | <p>Parents in receipt of any of the following benefits</p> <ul style="list-style-type: none"> • Income Support • Universal Credit (and your earned income is less than £610 as assessed by the Department for Work and Pensions in the assessment period immediately preceding the application for free school meals) • Job Seekers Allowance (income based) • Employment and Support Allowance (income related) • Child Tax Credit (with a gross annual income less than £16,105 as assessed by HM Revenues and Customs on your Tax Credit Award Notice TC602) • Working Tax Credit and Child Tax credit (with a gross annual income less than £6,420 as assessed by HM Revenues and Customs on your Tax Credit Award Notice (TC602) • Support under Part VI of the Immigration and Asylum Act 1999 | 100% concession |
| Education - School Instrumental Tuition | <p>Parents in receipt of any of the following benefits:</p> <ul style="list-style-type: none"> • Income Support • Universal Credit (and your earned income is less than £610 as assessed by the Department for Work and Pensions in the assessment period immediately preceding the application for free school meals) • Job Seekers Allowance (income | 100% concession |

| Service Area | Criteria | Concession Applied |
|--------------------------------|---|--------------------|
| | <p>based)</p> <ul style="list-style-type: none"> • Employment and Support Allowance (income related) • Child Tax Credit (with a gross annual income less than £16,105 as assessed by HM Revenues and Customs on your Tax Credit Award Notice TC602) • Working Tax Credit and Child Tax credit (with a gross annual income less than £6,420 as assessed by HM Revenues and Customs on your Tax Credit Award Notice (TC602) • Support under Part VI of the Immigration and Asylum Act 1999 | |
| Education –School meals | <p>National School Meal entitlement - Parents in receipt of any of the following benefits:</p> <ul style="list-style-type: none"> • Income Support • Universal Credit (and your earned income is less than £610 as assessed by the Department for Work and Pensions in the assessment period immediately preceding the application for free school meals) • Job Seekers Allowance (income based) • Employment and Support Allowance (income related) • Child Tax Credit (with a gross annual income less than £16,105 as assessed by HM Revenues and Customs on your Tax Credit Award Notice TC602) • Working Tax Credit and Child Tax credit (with a gross annual income less than £6,420 as assessed by HM Revenues and Customs on your Tax Credit Award Notice (TC602) • Support under Part VI of the Immigration and Asylum Act 1999 | 100% concession |

| Service Area | Criteria | Concession Applied |
|--|---|---|
| Education –School meals | All children in primaries 1 - 3 | No charge (from January 2015) |
| Social Work - Community Alarms, Frozen Meals, Non Residential Care and Respite Care | <p>The Social Work (Scotland) Act1968 requires the Council to be satisfied that the service user's means are insufficient to pay the amount they would otherwise be charged, before a decision is made to reduce or waive a charge.</p> <p>The following 3 factors will be considered when a service user requests that the charge be waived:</p> <ul style="list-style-type: none"> ◆ Secondary poverty ◆ Financial hardship ◆ Vulnerability and risk | The period of any agreed reduction or waiver will be considered on a case by case basis and reviewed annually as a minimum. |
| Social Work - Non Residential Care | The contribution towards the cost of non-residential social care services is based on a number of factors including ability to pay, the type of service provided and the cost of the service provided. | Following a financial assessment, the charge applied is 60% of disposable income. |

Section 5

Payment Methods

Charges will be made either at the time the service is delivered or at a later date following the issue of an invoice. On occasions payment will be required in advance of receiving the service.

The Council will pursue recovery of any charge which remains unpaid after the requested payment date. Where individuals or organisations consistently fail to pay for services provided, such services will cease to be provided to them until all outstanding charges have been paid and they may, in future, be required to pay in advance of service provision or may be refused service provision.

Payment may be made by a number of means detailed below. Not all payment methods will be available for all charges.

- Cash
- Cheque
- Bank transfer
- Giro Account Transfer
- Credit or Debit Card over the telephone
- Via the Council's internet site using credit or debit cards
- Direct Debit

Section 6

Charges that the Council Makes (Charging List)

This table shows the charges for services that South Lanarkshire Council makes from 1 April 2018 to 31 March 2019. Where required, some of these charges will include VAT.

Charges are paid by various methods including in advance, at the point of service, or through the payment of an invoice.

Charges, where the level of charge is dictated by Statute, or other regulations, may be subject to change.

| Community & Enterprise Resources | |
|---|---------------------------|
| | <u>Unit Charge</u> |
| <u>Crematorium</u> | £ |
| Adult Cremation | 617.38 |
| Child Cremation (0 – 15 years) | Not Charged |
| Certified Extract of Register of Cremation | 18.80 |
| Cremation Purchase Standard Wooden Casket | 37.60 |
| Cremation Use of Service Room Only (per service time slot) | 236.90 |
| Doctors Fees (Adults Only) No Longer Charged | 0 |
| Double Service Time | 236.90 |
| Temporary Storage of Ashes (per month) | 25.75 |
| Postage of Cremated Remains | By arrangement |
| <u>Burial Grounds</u> | £ |
| Chinese Section of Priestfield Interment (Adult) | 890.00 |
| Chinese Section of Priestfield Lair Purchase | 1190.00 |
| Foundation Fee per additional 1/4 foot above 2 square feet | 0.00 |
| Foundation Fee up to 2 square feet | 103.00 |
| Interment Fees - Adult | 842.00 |
| Interment Fees - Child Under 16 | No Charge |
| Interment Fees - Adult Public Holiday Charge | 1060.90 |
| Interment Fees - Adult Weekend Charge | 861.05 |
| Interment of Ashes - Adult | 236.90 |
| Interment of Ashes - Child Under 16 Years | No Charge |
| Interment of Ashes - Adult Public Holiday Charge | 319.30 |
| Interment of Ashes - Adult Weekend Charge | 257.50 |
| Lair of Ashes only (Philipshill & Strathaven Cemeteries) | 442.90 |
| Lair Purchase (2 interments Philipshill & Glebe Cemeteries) | 1102.10 |
| Lair Purchase | 1153.60 |
| <u>Miscellaneous Cemetery Fees</u> | £ |
| Certificate Transfer or Duplicate Fee | 35.00 |
| Disposal of Ashes from Other Crematorium | 69.00 |

| | |
|---|---|
| Purchase an Urn (Adult & Child) | 19.40 |
| Purchase Decorative Urns (Variety of Styles) | By arrangement |
| Record Search First 30 mins | No charge |
| Record Search Each 30 mins after first 30 mins | 14.90 |
| Scattering of Ashes | 35.00 |
| Planning | £ |
| Affordable Housing Guidance | 5.15 |
| Affordable Housing Guidance inc. p&p | 7.70 |
| Building Standards Certificate issued under Section 50 of the Licensing (Scotland) Act 2005 | 139.05 |
| Building Warrant Application Fee | Based on estimated cost of works |
| Extension to Warrant | 50.00 |
| Amendment to warrant (no extra cost) | 50.00 |
| Amendment to warrant (additional costs) | Based on cost of operations |
| Copy of Building Standards Certificate issued under Section 50 of the Licensing (Scotland) Act 2005 | 26.26 |
| Copy of Building Warrant | 26.26 |
| Copy of completion certificate/ acceptance | 26.26 |
| Copy of Planning Certificate issued under Section 50 of the Licensing (Scotland) Act 2005 | 26.26 |
| Copy of Planning Decision Notice | 15.96 |
| Copying of disc (per disc) | 1.00 |
| Demolitions rechargeable (notice) | Based on works carried out |
| Fee for Placing newspaper advert | 103.00 |
| LC2 Request where warrant expired and no completion cert | 257.50 |
| LC3 Request for confirmation that proposed works do not require BW approval (minimum) | 103.00 |
| LC3 Request for confirmation that proposed works do not require BW approval (maximum) | 5,000.00 |
| Letters of Comfort LC1 - exceeding value £10,000 | Table of Fees |
| Letters of Comfort LC1 - up to value £10,000 | 257.50 |
| List of approved building warrants per annum | 319.30 |
| List of approved building warrants per copy | 10.30 |
| Local Plan | 21.63 |
| Mineral Local Plan | 25.75 |
| Photocopying (per sheet) | 0.10 |
| Photocopying - colour (per sheet) | 0.30 |
| Photocopying/Printing of Plans & copies larger than A4 | Actual costs |
| Planning Applications | Fee dependant on type of development proposed |
| Planning Certificate issued under Section 50 of the Licensing (Scotland) Act 2005 | 139.05 |

| | |
|---|---|
| Postage and Packing | 2.55 |
| Property Enquiry - Full | 72.10 |
| Property Enquiry - Part | 36.05 |
| Renewable Energy Supplementary guidance | 5.15 |
| Residential Design Guide | 5.15 |
| Residential Land Supply List | 20.60 |
| Vacant & Derelict Sites Brochure | 10.30 |
| Weekly list of building standards applications per annum | 319.30 |
| Weekly list of building standards applications per copy | 10.30 |
| Weekly list of planning applications per annum | 319.30 |
| Weekly list of planning applications per copy | 10.30 |
| | |
| Roads | £ |
| | |
| Additional Parking Permits | 35.00 |
| Charge for Lost Parking Permit | 10.00 |
| Parking Charges for Car Parks 1 (per hour) | 0.20 |
| Parking Charges for Car Parks 1 (per 24 hours) | 5.80 |
| Car Parks Parking 2 (full day) | 5.80 |
| Car Parks Parking 2 (up to 1 hour) | 0.80 |
| Parking Penalty Charge Notices (Minimum) | 30.00 |
| Parking Penalty Charge Notices (Maximum) | 90.00 |
| Season tickets Parking 1 | 436.00 |
| Season tickets for Montrose House car park garages | 523.20 |
| Inspection Fees – Public Utilities | 36.00 |
| Neighbourhood Watch Signs (per sign) | 3.60 |
| Neighbourhood Watch Signs (first erection) | 24.74 |
| Neighbourhood Watch Signs (per sign thereafter) | 9.43 |
| Road Markings | Labour, Plant & Material plus 12% Admin charge |
| Request for Assistance from 3rd parties (24hrs) i.e. clear ups following road traffic accidents | Actual cost + 12% Admin charge |
| Road Opening Permits (2 weeks) | 260 First week, thereafter 104 per week or part thereof |
| Roads - Traffic Management for Closures | Labour, Plant & Material plus 12% Admin charge |
| Roads Construction Consent Fee per £1,000 of Road Bond (£1,001-£5,000) | 44.00 |
| Roads Construction Consent Fee per £1,000 of Road Bond (£20,001-100,000) Min charge £760 | 37.00 |
| Roads Construction Consent Fee per £1,000 of Road Bond (£5,001-£20,000) Min Charge £205 | 41.00 |
| Roads Construction Consent Fee per £1,000 of Road Bond (Over £100,000) Min charge £3,400 | 28.00 |
| Roads Construction Consent Fee per £1,000 of Road Bond (Up to | 29.00 |

| | |
|---|---|
| £1000) | |
| Skip and Other Road Occupation Permits Roads 4 per 2 weeks (No free period) | 60.00 |
| Scaffold Permits per month (No free period) | 60.00 |
| Guideline for Development Roads | 52.00 |
| Temporary road closures for External Bodies – Roads 3 Advertising Costs will be added | 800.00 Any advertising costs will be added |
| Lighting Works | Labour, Plant & Material plus 12% Admin charge |
| Enumerators | Hourly Rate plus 12% Admin charge |
| Bar Markings | 300.00 for provision and renewal |
| Switching off Traffic Lights | Weekdays 325.00; weeknights 391.00; Saturdays 404.00; Sundays and Public Holidays 456.00 |
| Traffic Light Permits | 90.00 per permit for 3 way and above (No free period) |
| <u>Waste</u> | £ |
| Civic Amenity Site Vouchers Category 1 | 59.91 |
| Civic Amenity Site Vouchers Category 2 | 119.83 |
| Purchase of Wheeled Bin - 1100 litre | 414.54 |
| Purchase of Wheeled Bin - 140 litre / 120 litre | 43.12 |
| Purchase of Wheeled Bin - 240 litre | 48.46 |
| Purchase of Wheeled Bin - 360 litre | 83.87 |
| Purchase of Wheeled Bin - 660 litre | 380.04 |
| Second Hand Bin 240ltr | 14.94 |
| Bin Lids and Wheels | 9.27 |
| Sacks | 0.21 |
| Skip Hire Compaction Skip (40 cu yds) | 964.59 |
| Skip Hire Per Uplift - 14 cu yd skip | 368.91 |
| Skip Hire Per Uplift - 30 cu yd skip | 741.71 |
| Skip Hire Per Uplift - 35 cu yd skip | 853.17 |
| Skip Hire Per Uplift - 40cu yd skip | 964.59 |
| Skip Hire Per Uplift - 8 cu yd skip | 235.21 |
| Special Uplift (first uplift is free) | 30.00 |
| Special Uplift (Trade Waste items or size of uplift) | 65.40 |
| Trolley | 22.21 |
| Trolley Brake | 33.12 |

| | |
|--|---|
| Trolley Unbrake | 23.46 |
| Commercial Refrigeration Supermarket Style Freezer Units (Waist High): | |
| 4' Length | 73.04 |
| 6' Length | 87.64 |
| 8' Length | 102.23 |
| 12' Length | 116.81 |
| Commercial Refrigeration Shelving/Gondola Units (Supermarket): | |
| 4' Length | 80.34 |
| 6' Length | 87.64 |
| 8' Length | 102.23 |
| 12' Length | 116.81 |
| House clearance | Based on estimate of resources required |
| Environmental | £ |
| Animal Boarding Licence | 122.37 |
| Dangerous Wild Animal | 127.83 |
| Dog Breeding Licence | 122.37 |
| Eradication of Rats/Mice/Wasps/Bees | 47.35 |
| Eradication of Squirrels (proofed) | 71.07 |
| Eradication of Squirrels (unproofed) (N/A) | 0.00 |
| Export Certificate | 42.59 |
| Licence to Sell Game | 6.00 |
| Licence to Sell Venison | 76.00 |
| Multi-Occupancy Fees 101 to 200 persons | 2,217.11 |
| Multi-Occupancy Fees 11 to 20 persons | 466.89 |
| Multi-Occupancy Fees 201 persons and over | 3,192.94 |
| Multi-Occupancy Fees 21 to 30 persons | 557.28 |
| Multi-Occupancy Fees 3 to 5 persons | 316.88 |
| Multi-Occupancy Fees 31 to 40 persons | 659.98 |
| Multi-Occupancy Fees 41 to 50 persons | 760.50 |
| Multi-Occupancy Fees 51 to 75 persons | 1,000.00 |
| Multi-Occupancy Fees 6 to 10 persons | 368.23 |
| Multi-Occupancy Fees 76 to 100 persons | 1240.24 |
| Pet Shop Licence | 85.18 |
| Registration of Food Business – category extract | 42.59 |
| Registration of Food Business – Full | 208.67 |
| Registration of Food Business – single extract | 7.63 |
| Regulation 10 New storage Licence (Explosives/Fireworks) | 178.00 |
| Regulation 10 Renewal of a Licence (Explosives/Fireworks) | 83.00 |
| Regulation 11 New Registration (Explosives/Fireworks) | 105.00 |
| Regulation 11 Renewal of a Registration (Explosives/Fireworks) | 52.00 |
| Regulation 16/20 Varying, transferring or replacing a licence (Explosives/Fireworks) | 35.00 |
| REHIS Food Safety Course | 103.00 |
| REHIS Health & Safety Course | 103.00 |
| Riding Establishment Licence | 216.31 |
| Voluntary Surrender Certificate | 22.90 |
| Voluntary Surrender of Caravan N/A | 0.00 |
| Voluntary Surrender of Vehicle N/A | 0.00 |

| | |
|--|---|
| Stray Dog Recovery | 25.00 |
| Petrol Licenses – 2,500 litres | 44.00 |
| Petrol Licenses – 2,500 – 50,000 litres | 60.00 |
| Petrol Licenses – 50,000+ litres | 125.00 |
| Petrol Licenses – transfer of a spirit license | 8.00 |
| Poisons Registration – initial registration fee N/A | 0.00 |
| Poisons Registration – re-registration N/A | 0.00 |
| Poisons Registration – change in details N/A | 0.00 |
| Weights and Measures – inspector | 61.32 |
| Weights and Measures – support staff | 36.74 |
| | |
| <u>Streets</u> | £ |
| | |
| Street Cleaning | Various - each job priced based on individual circumstances |
| Full plot (concession) Annual (Allotment) | 17.70 |
| Full plot Annual (Allotment) | 27.35 |
| Half plot (concession) Annual (Allotment) | 8.70 |
| Half plot Annual (Allotment) | 14.00 |
| | |
| Richmond (Cambuslang) Full plot Annual (Allotment) | 8.40 |
| | |
| <u>Facilities</u> | £ |
| | |
| Primary School Meals - P1-3 - Free | 0.00 |
| Primary School Meals - P4-7 | 1.65 |
| Secondary School Meals | 1.65 |
| Breakfast Clubs | 0.90 |
| Breakfast Clubs | 1.35 |
| | |
| <u>Fleet Trading</u> | £ |
| | |
| Taxi Compliance Test General Taxi and a Private Hire with meter | 73.59 |
| Taxi Compliance Test General Taxi and a Private Hire without meter | 63.59 |
| Meter Test | 10.00 |
| | |
| <u>Grounds</u> | £ |
| | |
| Ground Clearing | Various - each job priced based on individual circumstances |
| Care of Gardens Service (per season) - Grass only (inc. VAT) | 295.18 |
| Care of Gardens Service (per season) - Grass and Hedge (inc. VAT) | 384.82 |
| Care of Gardens Admin Fee (inc. VAT) | 21.24 |
| | |
| Ground Clearing | Various - each job priced based on individual circumstances |
| | |

| | |
|---|-----------------|
| Education Resources | |
| Education | £ |
| Early Years Fees 0-5 years Additional Hours | 3.10 |
| Early Years 2-3 years core hours | 3.10 |
| Early years lunchtime cover | 3.10 |
| Early Years 3-5 years early entry (per session) | 8.50 |
| Music Tuition (per lesson) | 7.00 |
| Playgroup (per child per session) | 0.75 |
| Privilege Transport (per day per child) | 1.00 |
| Finance & Corporate Resources | |
| Citizenship Registration | £ |
| Individual Ceremonies | 80.00 |
| Nationality Checking Service | |
| Single Adult | 87.00 |
| Child Stand Alone Application | 45.00 |
| Births / Deaths | |
| <i>Copy of Certificates birth, death, marriage and civil partnerships</i> | |
| Request within 1 month of registration | 10.00 |
| Request after 1 month of registration | 15.00 |
| If original abbreviated certificate is supplied | 10.00 |
| <i>Naming Ceremonies</i> | |
| Registration Offices - | |
| Monday to Thursday | 135.00 - 190.00 |
| Friday | 146.00 - 208.00 |
| Saturday | 250.00 - 307.00 |
| Other Venues - | |
| Monday to Thursday | 279.00 |
| Friday | 279.00 |
| Saturday | 330.00 |
| Sunday | 398.00 |
| <i>Registering a birth</i> | |
| 1 copy of abbreviated birth certificate at registration | Free |
| Full Birth Certificate | 10.00 |
| Request for a full or abbreviated after 1 month | 15.00 |
| If looking for a full certificate and have an abbreviated | 10.00 |
| Alcohol | |
| Extended Licence Hours | 10.00 |
| Personal Licence - for managers of licenced premises | 50.00 |
| <i>Premises Licence Fees</i> | |
| Premises with category 1 (e.g. clubs) | 200.00 |
| Premises with category 2 (RV £1-£11500) | 800.00 |
| Premises with category 3 (RV £11501 - £35000) | 1,100.00 |
| Premises with category 4 (RV £35001- £70000) | 1,300.00 |

| | |
|---|----------|
| Premises with category 5 (RV £70001-£140000) | 1,700.00 |
| Premises with category 6 (RV Over £140000) | 2,000.00 |
| <i>In addition premises must pay annual fee:</i> | |
| Premises with category 1 | 180.00 |
| Premises with category 2 | 220.00 |
| Premises with category 3 | 280.00 |
| Premises with category 4 | 500.00 |
| Premises with category 5 | 700.00 |
| Premises with category 6 | 900.00 |
| | |
| Booking Office Licence | 575.00 |
| | |
| Gaming Licence | Free |
| Recommendations - | |
| Casino nights | |
| *no more than £8 entrance fee | |
| *entrance fee to include stake | |
| *stake and entrance no more than £8 | |
| *value of prizes at the end of the night must remain below £600 | |
| Bingo Nights | |
| *over 18 only | |
| *no participate fee should be charged | |
| *stake limit £5 per person, per card | |
| *not exceed £2000 a week in stake/prizes | |
| | |
| <u>Commercially run events</u> | |
| | |
| Up to 8,000 persons per day | 1,000.00 |
| 8,000 – 15,000 persons per day | 2,000.00 |
| | |
| <u>Market operators licence</u> | |
| | |
| One Zone | 443.00 |
| All Zones | 675.00 |
| | |
| <u>Street Traders Licence</u> | |
| | |
| One Zone | 229.00 |
| All Zones | 383.00 |
| Substitute vehicle | 41.00 |
| | |
| <u>Wheeled Bin Cleaners Licence</u> | |
| | |
| One Zone | 121.00 |
| All Zones | 178.00 |
| | |
| Indoor sports entertainment licence | 280.00 |
| | |
| Metal dealers licence | 235.00 |
| | |
| Late hours catering licence | 293.00 |
| | |
| Knife dealers licence | 339.00 |
| | |
| Public entertainment licence | 275.00 |

| | |
|---|-----------------|
| Second hand dealers licence | 301.00 |
| Skin piercing and tattooing licence | 301.00 |
| Theatre Licence | 100.00 |
| Fairs | 144.00 |
| <u>Taxi and Private Hire Car Operators Licence</u> | |
| Taxi | 388.00 |
| Taxi transfer | 388.00 |
| Private hire car | 381.00 |
| Private hire car transfer | 381.00 |
| Taxi Driver New Grant | 186.00 |
| Taxi/Private Hire New Grant/Renewal | 155.00 |
| Material Change in circumstances | 36.00 - 77.00 |
| Substitute vehicle | 47.00 |
| Taxi/Private Hire Replacement Plates | 25.00 |
| Taxi/Private Hire Car Duplicate Door Stickers | 15.00 |
| Each additional route test | 25.00 |
| DVLA licence check | 3.00 |
| <u>Window Cleaners Licence</u> | |
| One Zone | 121.00 |
| All Zones | 178.00 |
| Marriage Statutory Fees | 125.00 |
| Extract Issue | 10.00 |
| <u>Marriages / Civil Partnerships Ceremonies</u> | |
| Registration Offices - | |
| Monday to Thursday | 70.00 - 100.00 |
| Friday | 85.00 - 120.00 |
| Saturday | 200.00 - 250.00 |
| Outwith - | |
| Monday to Thursday | 175.00 |
| Friday | 200.00 |
| Saturday | 300.00 |
| Bespoke Venues - | |
| Monday to Thursday | 200.00 |
| Friday | 215.00 |
| Saturday | 315.00 |
| <u>Legal Work</u> | |
| Standard Security | 476.00 |
| Discharge or partial Discharge or Variation of Standard Security | 151.00 |
| Resiling from concluded missives | 476.00 |
| Application to purchase loft space | 362.00 |
| Residential Property transactions where no title conditions imposed | 453.00 |
| Residential Property transactions where title conditions imposed | 510.00 |

| | |
|--|---------------------------|
| Preparation of Licence | 226.00 |
| Consent to Sub-lease, Assignment/Renunciation/Variation of Lease | 510.00 |
| Landlord's letter of Consent | 135.00 |
| Deed of Servitude | 736.00 |
| Deed of Real Burdens | 510.00 |
| Grant of Formal letters | 80.00 |
| Section 75 or 69 Agreements for applications dealt with under Scheme of Delegation, without Bond or Supplementary Agreements | 510.00 |
| Section 75 or 69 Agreements for applications dealt with under Scheme of Delegation, without Bond or Supplementary Agreements | 565.00 |
| Variation/Discharge of Section 75 or Section 69 Agreements | 226.00 |
| Variation Discharge of Section 96 and Section 48 Agreements | 226.00 |
| Providing Copy Road Bond | 55.00 |
| Variation/Discharge of Statutory Agreements | 226.00 |
| Certificates of Compliance | 115.00 |
| Copying Deeds 1-5 sheets (per sheet) | 4.51 |
| Copying Deeds 6+ sheets (per sheet) | 2.83 |
| Lending Titles & Other Documents | 55.00 |
| Signing Deeds Fee | 55.00 |
| Finance & Corporate Resources | |
| | <u>Unit Charge</u> |
| <u>Citizenship Registration</u> | £ |
| | |
| Individual Ceremonies | 80.00 |
| | |
| <u>Nationality Checking Service</u> | |
| | |
| Single Adult | 87.00 |
| Child Stand Alone Application | 45.00 |
| | |
| <u>Births / Deaths</u> | |
| | |
| <i>Copy of Certificates birth, death, marriage and civil partnerships</i> | |
| Request within 1 month of registration | 10.00 |
| Request after 1 month of registration | 15.00 |
| If original abbreviated certificate is supplied | 10.00 |
| <i>Naming Ceremonies</i> | |
| Registration Offices - | |
| Monday to Thursday | 135.00 - 190.00 |
| Friday | 146.00 - 208.00 |
| Saturday | 250.00 - 307.00 |
| Other Venues - | |
| Monday to Thursday | 279.00 |
| Friday | 279.00 |
| | |
| Housing & Technical Resources | |
| | <u>Unit Charge</u> |
| | £ |
| HomeImprove - Grant Application (For Grants lower than £500 the fee will be 10% of Grant payable) | 50.00 |
| Factoring Fee (per annum) – HRA | 115.12 |
| Landlord Registration Fee - Landlord/Agent | 55.00 |
| Landlord Registration Fee - per property | 11.00 |
| Miscellaneous HRA charges | various |

| | |
|--|--------------|
| | |
| Social Work Resources | |
| | |
| <u>Non Residential & Residential Care</u> | £ |
| | |
| Lunch clubs and day care meals service (per meal) | 3.00 |
| Frozen Meals (charge paid to supplier) | 2.97 |
| Community Alert Alarms (per week) | 1.59 |
| Non-residential care charges | Means Tested |
| Residential and nursing care services | Means Tested |
| Respite care services - Older person (per week) | 136.00 |
| Respite care services - Adult (per week) | 84.45 |
| | |
| | |
| | |

Appendix 2a : Charges that the Council can influence – Summary of Charges / Income

| Charge area <i>(Shaded lines represent charges where the Council does not recover its costs)</i> | Current Charge £ | Level of Income Received £m | Number of Units <i>(will include free provision where provided)</i> | New Charge including 3% Inflationary Increase £ |
|--|-----------------------|--------------------------------------|---|---|
| 1. Community and Enterprise Resources | | | | |
| 1.1 Interment Fees - Adult Resident <i>(income received includes premiums for weekends and income for Lairs)</i> | 842.00 | 1.347 | 1,239 | 867.26 |
| 1.2 Adult Cremation <i>(income received includes all crematoria income)</i> | 617.38 | 1.038 | 1,650 | 635.90 |
| 1.3 Primary School Meals | 1.65 | 1.464 | 2,766,542 | 1.70 |
| 1.4 Secondary School Meals | 1.65 | 1.914 | 1,436,062 | 1.70 |
| 1.5 Taxi Compliance test <i>(with and without meter)</i> | 73.59 / 63.59 | 0.153 | 436 / 1892 | 75.80 / 65.50 |
| 1.6 Ground Clearing <i>(each job priced based on individual circumstances to recover cost)</i> | Various | 0.048 | | Various |
| 1.7 Care of Gardens | 316.42 | 0.115 | 341 | 325.91 |
| 1.8 Special Refuse Uplift - first uplift free. <i>(income includes small levels of income for commercial Fridge uplifts where costs are recovered)</i> | 30.00 | 0.067 | 39,833 | 30.90 |
| 1.9 Bins <i>(data is for standard bin - income includes some income for larger / smaller bins, and sacks)</i> | 48.46 | 0.114 | 1,048 | 49.91 |
| 1.10 Pest Control - Rats / mice / wasps /bees <i>(data is for fixed contracted service - income includes other works charged at cost plus 10%)</i> | 47.35 | 0.140 | 1,664 | 48.77 |
| 1.11 Other Environmental Charges <i>(includes animal welfare / multi occupancy fees , and export certificates all charged above cost)</i> | range £8 to £3,192 | 0.032 | 288 | range £8.24 to £3,287.76 |
| 1.12 Parking Charges (not fines) <i>(Number of hours calculated to reflect income collected at 0.80 per hour (0.67 excl VAT) - rates paid will vary depending on time in car park)</i> | 0.67 | 1.367 | 1,864,952 | No change proposed |
| 1.13 Parking Season tickets | 363.00 | 0.207 | 588 | 373.89 |

| Charge area <i>(Shaded lines represent charges where the Council does not recover its costs)</i> | Current Charge £ | Level of Income Received £m | Number of Units <i>(will include free provision where provided)</i> | New Charge including 3% Inflationary Increase £ |
|--|-----------------------|--------------------------------------|---|---|
| 1.14 Lighting Works | cost plus overhead | 0.083 | various | cost plus overhead |
| 1.15 Temporary Traffic Regulation Orders | 800.00 | 0.267 | 275 | 824.00 |
| 2. Education Resources | | | | |
| 2.1 Early Years <i>(charge per hour, for non-free hours)</i> | 3.10 | 0.743 | 4,017,063 | 3.19 |
| 2.2 Music Tuition <i>(charge per group lesson)</i> | 7.00 | 0.137 | 67,800 | 7.21 (216 per year) |
| 2.3 Playgroup <i>(charge per session)</i> | 0.75 | 0.012 | 15,382 | 0.77 |
| 2.4 Privilege Transport <i>(charge per return journey)</i> | 1.00 | 0.012 | 1,051,365 | 1.03 |
| 3. Finance and Corporate Resources | | | | |
| 3.1 Private Hire Individual New and renewals / Vehicle and transfer <i>(includes additional route tests)</i> | 155 / 381 | 0.310 | 823 / 478 | 159.65 / 392.43 |
| 3.2 Taxis <i>(income includes new licence , first and additional route test)</i> | 388.00 | 0.064 | 166 | 399.64 |
| 3.3 Charges for Legal Work <i>(List available - all charges are higher than unit cost)</i> | various | 0.111 | 168 | Various |
| 3.4 Marriages | 70-315 | 0.066 | 343 | 72.10 - 324.45 |
| 3.5 Nationality Checking Service | 45-87 | 0.071 | 1,079 | 46.35 - 89.61 |
| 3.6 Other Licencing and registration charges <i>(List available - all charges at cost)</i> | various | 0.079 | 1,180 | various |
| 4. Social Work Resources | | | | |
| 4.1 Lunch Clubs | 3.00 | 0.046 | 18,072 | No change proposed |
| 4.2 Community Alarms <i>(units = alarms, total units are alarms for year – 5,640 per week)</i> | 1.59 | 0.423 | 293,280 | No change proposed |

| Charge area <i>(Shaded lines represent charges where the Council does not recover its costs)</i> | Current Charge £ | Level of Income Received £m | Number of Units <i>(will include free provision where provided)</i> | New Charge including 3% Inflationary Increase £ |
|--|---------------------|--------------------------------------|---|---|
| 4.3 Adult Day Care <i>(current charge is only for meals : Potential additional income is based on ability to pay for current service users for care and transport element)</i> | 2.00 | 0.047 | 55,000 | No change proposed |
| 4.4 Residential Respite - Council Provision. Charge is for Over 65s / Under 65s <i>(note that charge is currently set based on minimum benefits less personal allowance)</i> | 19.43 / 12.06 | 0.018 | 1,292 | No change proposed |
| Total | | 10.495 | | |

Appendix 2b : Charges that the Council can influence – Cost of Service / Subsidy

| Charge area <i>(Shaded lines represent charges where the Council does not recover its costs)</i> | Cost of Service <i>(will include free provision where provided)</i> £m | Current Charge £ | Unit Cost where costs not recovered £ | Unit measure | Level of Subsidy provided by the Council £m | Potential Additional Income from moving charge to Unit Cost £m |
|--|--|---------------------|--|------------------|--|---|
| 1. Community and Enterprise Resources | | | | | | |
| 1.1 Interment Fees - Adult Resident <i>(income received includes premiums for weekends and income for Lairs)</i> | 1.582 | 842.00 | 1,276.00 | Per interment | 0.235 | 0.538 |
| 1.2 Adult Cremation <i>(income received includes all crematoria income)</i> | 0.791 | 617.38 | | Per cremation | - | - |
| 1.3 Primary School Meals | 7.474 | 1.65 | 2.70 | Per meal | 6.010 | 0.931 |
| 1.4 Secondary School Meals | 3.408 | 1.65 | 2.37 | Per meal | | 0.835 |
| 1.5 Taxi Compliance test <i>(with and without meter)</i> | 0.050 | 73.59 / 63.59 | | Per test | - | - |
| 1.6 Ground Clearing <i>(each job priced based on individual circumstances to recover cost)</i> | | Various | | | | - |
| 1.7 Care of Gardens | 0.064 | 316.42 | | Per client | - | - |
| 1.8 Special Refuse Uplift - first uplift free. <i>(income includes small levels of income for commercial Fridge uplifts where costs are recovered)</i> | 1.210 | 30.00 | 30.39 | Per uplift | 1.152 | 1.153 |
| 1.9 Bins <i>(data is for standard bin - income includes some income for larger / smaller bins, and sacks)</i> | 0.326 | 48.46 | | per bin supplied | | - |
| 1.10 Pest Control - Rats / mice / wasps /bees <i>(data is for fixed contracted service - income includes other works charged at cost plus 10%)</i> | 0.070 | 47.35 | | per treatment | - | - |
| 1.11 Other Environmental Charges <i>(includes animal welfare / multi occupancy fees , and export certificates all charged above cost)</i> | 0.035 | range £8 to £3,192 | | per licence | - | - |

| Charge area <i>(Shaded lines represent charges where the Council does not recover its costs)</i> | Cost of Service <i>(will include free provision where provided)</i> £m | Current Charge £ | Unit Cost where costs not recovered £ | Unit measure | Level of Subsidy provided by the Council £m | Potential Additional Income from moving charge to Unit Cost £m |
|--|--|---------------------|---|----------------------------|--|---|
| 1.12 Parking Charges (not fines) <i>(Number of hours calculated to reflect income collected at 0.80 per hour (0.67 excl VAT) - rates paid will vary depending on time in car park)</i> | 0.758 | 0.67 | | per hour | - | |
| 1.13 Parking Season tickets | 0.145 | 363.00 | | per issue of season ticket | - | |
| 1.14 Lighting Works | various | cost plus overhead | | | - | |
| 1.15 Temporary Traffic Regulation Orders | 0.046 | 800.00 | | per order | - | |
| 2. Education Resources | | | | | | |
| 2.1 Early Years <i>(charge per hour, for non-free hours)</i> | 20.940 | 3.10 | 5.21 | per hour provided | 20.197 | 0.506 |
| 2.2 Music Tuition <i>(charge per group lesson)</i> | 1.257 | 7.00 | 18.55 | per lesson (group) | 1.120 | 0.226 |
| 2.3 Playgroup <i>(charge per session)</i> | 0.065 | 0.75 | 3.93 | per session attended | 0.053 | 0.049 |
| 2.4 Privilege Transport <i>(charge per return journey)</i> | 5.158 | 1.00 | 4.91 | per return journey | 5.146 | 0.049 |
| 3 Finance and Corporate Resources | | | | | | |
| 3.1 Private Hire Individual New and renewals / Vehicle and transfer <i>(includes additional route tests)</i> | 0.310 | 155 / 381 | | per application | - | |
| 3.2 Taxis <i>(income includes new licence , first and additional route test)</i> | 0.064 | 388.00 | | per application | | |
| 3.3 Charges for Legal Work <i>(List available - all charges are higher than unit cost)</i> | 0.101 | various | | per job | - | |
| 3.4 Marriages | 0.046 | 70-315 | | per ceremony | - | |
| 3.5 Nationality Checking Service | 0.050 | 45-87 | | per application | - | |
| 3.6 Other Licencing and registration charges <i>(List available - all charges at cost)</i> | 0.079 | various | | various | - | |

| Charge area <i>(Shaded lines represent charges where the Council does not recover its costs)</i> | Cost of Service <i>(will include free provision where provided)</i> £m | Current Charge £ | Unit Cost where costs not recovered £ | Unit measure | Level of Subsidy provided by the Council £m | Potential Additional Income from moving charge to Unit Cost £m |
|--|--|---------------------|--|--------------|--|---|
| | | | | | | |
| 4. Social Work Resources | | | | | | |
| 4.1 Lunch Clubs | 0.130 | 3.00 | 7.59 | per meal | 0.091 | 0.070 |
| 4.2 Community Alarms <i>(units are per for year - 5640 per week)</i> | 2.356 | 1.59 | 8.03 | per week | 1.933 | 1.889 |
| 4.3 Adult Day Care <i>(current charge is only for meals : Potential additional income is based on ability to pay for current service users for care and transport element)</i> | 4.723 | - | £38.30 - care : £20.03 transport; £2 meal | per day | 4.676 | 0.100 |
| 4.4 Residential Respite - Council Provision. Charge is for Over 65s / Under 65s <i>(note that charge is currently set based on minimum benefits less personal allowance)</i> | 0.678 | 19.43 / 12.06 | 142.87 | per night | 0.660 | 0.159 |
| Total | | | | | | 6.505 |

Appendix 3a : Benchmarks for all charges

| Charge area | South Lanarkshire Council current charge | South Lanarkshire Council charge including 3% inflation | Benchmarking (SLC against other councils shown) |
|--|--|---|---|
| | £ | | |
| 1. Community and Enterprise Resources | | | |
| 1.1 Interment Fees - Adult Resident (income received includes premiums for weekends and income for Lairs) | 842.00 | 867.26 | 5th out of 8 cheapest |
| 1.2 Adult Cremation (income received includes all crematoria income) | 617.38 | 635.90 | 1st out of 8 cheapest |
| 1.3 Primary School Meals | 1.65 | 1.70 | 1st out of 8 cheapest |
| 1.4 Secondary School Meals | 1.65 | 1.70 | 1st out of 8 cheapest |
| 1.5 Taxi Compliance test (with and without meter) | 73.59 / 63.59 | 75.80 / 65.50 | |
| 1.6 Ground Clearing (each job priced based on individual circumstances to recover cost) | <i>Various - each job priced based on individual circumstances to recover cost</i> | | <i>n/a</i> |
| 1.7 Care of Gardens | 316.42 | 325.91 | 5th out of 5 cheapest |
| 1.8 Special Refuse Uplift - first uplift free (income includes small levels of income for commercial fridge uplifts where costs are recovered) | 30.00 | 30.90 | different charging models across councils |
| 1.9 Bins (standard bin) (data is for standard bin - income includes some income for larger/smaller bins, and sacks) | 48.46 | 49.91 | 4th out of 5 cheapest |
| 1.10 Pest Control - Rats / mice / wasps /bees (data is for fixed contracted service - income includes other works charged at cost plus 10%) | 47.35 | 48.77 | 2nd out of 5 cheapest |

| Charge area | South Lanarkshire Council current charge | South Lanarkshire Council charge including 3% inflation | Benchmarking (SLC against other councils shown) |
|--|--|---|---|
| 1.11 Other Environmental Charges (includes animal welfare , multi occupancy fees , and export certificates all charged above cost) | range £8 to £3192 | range £8.24 - £3287.76 | range |
| 1.12 Parking Charges (not fines) - per hour (number of hours calculated to reflect income collected at 0.80 per hour (0.67 excl VAT) - rates paid will vary depending on time in car park) | 0.67 | No change proposed | different charging models across councils |
| 1.13 Parking Season tickets | 363.00 | 373.89 | different charging models across councils |
| 1.14 Lighting Works (internal charge) | cost plus overhead | cost plus overhead | n/a |
| 1.15 Temporary Traffic Regulation Orders | 800.00 | 824.00 | different charging models across councils |
| | | | |
| 2. Education Resources | | | |
| 2.1 Early Years (charge for non free hours) | 3.10 | 3.19 | 2nd out of 7 cheapest |
| 2.2 Music Tuition | £ 7 (£210 per year) | 7.21 (216 per year) | 6th out of 8 cheapest |
| 2.3 Playgroup | 0.75 | 0.77 | n/a |
| 2.4 Privilege Transport | 1.00 | 1.03 | 7th out of 8 cheapest |
| | | | |
| 3. Finance and Corporate Resources | | | |
| 3.1 Private Hire Individual New and renewals / Vehicle and transfer (includes additional route tests) | 155 / 381 | 159.65 / 392.43 | 4th out of 8 cheapest |

| Charge area | South Lanarkshire Council current charge | South Lanarkshire Council charge including 3% inflation | Benchmarking (SLC against other councils shown) |
|---|--|---|---|
| 3.2 Taxis (income includes new licence , first and additional route test) | 388.00 | 399.64 | 3rd out of 8 cheapest |
| 3.3 Charges for Legal Work (List available - all charges are higher than unit cost) | various | | n/a |
| 3.4 Marriages | 70-315 | 72.10 - 324.45 | 4th out of 8 cheapest |
| 3.5 Nationality Checking Service | 45-87 | 46.35 - 89.61 | 2nd out of 3 cheapest |
| 3.6 Other Licencing and registration charges (List available - all charges at cost) | various | various | range |
| | | | |
| 4. Social Work Resources | | | |
| 4.1 Lunch Clubs | 3.00 | No change proposed | 3rd out of 7 cheapest |
| 4.2 Community Alarms (units are per for year - 5640 per week) | 1.59 | No change proposed | 1st out of 6 cheapest |
| 4.3 Adult Day Care (current charge is only for meals : benchmark is for day care and transport) | 2.00 | No change proposed | |
| 4.4 Residential Respite - Council Provision. Charge is for Over 65s / Under 65s (note that charge is currently set based on minimum benefits less personal allowance) | 19.43 / 12.06 | No change proposed | |

Appendix 3b : Benchmarks for all charges

| Charge area | Aberdeen-shire | City of Edinburgh | Fife | Glasgow City | North Ayrshire | North Lanarkshire | Renfrew-shire | South Lanarkshire Council charge including 3% inflation |
|---|--------------------------|----------------------------|--------|---------------|--|--|---------------|---|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| 1. Community and Enterprise Resources | | | | | | | | |
| 1.1 Interment Fees – Adult Resident <i>(income received includes premiums for weekends and income for Lairs)</i> | 577.00 | 1,150.00 | 620.00 | 980.00 | 698.00 | 920.00 | 479.25 | 867.26 |
| 1.2 Adult Cremation <i>(income received includes all crematoria income)</i> | 795.00 | 764.00 | 685.00 | 650.00 | 950.00 | 860.00 | 675/700 | 635.90 |
| 1.3 Primary School Meals | 2.30 | 2.20 | 2.10 | 1.90 | 2.05 | 2.00 | 2.25 | 1.70 |
| 1.4 Secondary School Meals | 2.30 | 2.60 | 2.10 | 1.90 | 2.05 | 2.00 | 2.60 | 1.70 |
| 1.5 Taxi Compliance test <i>(with and without meter)</i> | | | | | | | | 75.80 / 65.50 |
| 1.6 Ground Clearing <i>(each job priced based on individual circumstances to recover cost)</i> | n/a | n/a | n/a | n/a | n/a | n/a | n/a | Various |
| 1.7 Care of Gardens | | 66-154 | | | 64.00 | 131.88 | 220.75 | 325.91 |
| 1.8 Special Refuse Uplift - first uplift free <i>(income includes small levels of income for commercial fridge uplifts where costs are recovered)</i> | £25 for 4 standard items | £5 per item up to 10 items | 15.00 | £134 per hour | 18.25 for up to 5 items. £3.75 per additional item | 1st 3 free, then £100 for every additional | | 30.90 |

| Charge area | Aberdeen-shire | City of Edinburgh | Fife | Glasgow City | North Ayrshire | North Lanarkshire | Renfrew-shire | South Lanarkshire Council charge including 3% inflation |
|--|-------------------------------------|-------------------|---------------|--|-------------------------------------|-------------------|---------------|---|
| 1.9 Bins (standard bin) (data is for standard bin - income includes non contract works charged at cost plus 10%) | | | | 49.75 | 41.27 | 50.85 | 22.05 | 49.91 |
| 1.10 Pest Control - Rats / mice / wasps /bees (data is for fixed contracted service - income includes other works charged at cost plus 10%) | | 53.00 / 109.00 | 66.00 | 43.00 / 53.00 | | | 41.25 | 48.77 |
| 1.11 Other Environmental Charges (includes animal welfare , multi occupancy fees , and export certificates all charged above cost) | range | range | range | range | range | range | range | range £8.24 - £3,287.76 |
| 1.12 Parking Charges (not fines) - per hour (number of hours calculated to reflect income collected at 0.80 per hour (0.67 excl VAT) - rates paid will vary depending on time in car park) | £0.60 (some free periods available) | £0.50-£ 4.20 | £1.10 - £1.20 | £4 per hour city centre : £0.80 - £1.20 per hour elsewhere | Free except Shore-front £1 per hour | free | £0.30 - £1.00 | No change proposed |
| 1.13 Parking Season tickets | £60 | £35.50 - £630 | £260 - £520 | Business - £700, Glasgow Residents (City Centre) £285; Glasgow Residents (non-City Centre) £50-170 | Free | free | £200 - £400 | 373.89 |
| 1.14 Lighting Works (internal charge) | n/a | n/a | n/a | n/a | n/a | n/a | n/a | cost plus overhead |
| 1.15 Temporary Traffic Regulation Orders | 379-677 | 452-609 | 150-475 | £400 - £1850 | 378-584 | 261.35 - 410 | £60 - £260 | 824.00 |

| Charge area | Aberdeen-shire | City of Edinburgh | Fife | Glasgow City | North Ayrshire | North Lanarkshire | Renfrew-shire | South Lanarkshire Council charge including 3% inflation |
|--|----------------------|-------------------|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---|
| 2. Education Resources | | | | | | | | |
| 2.1 Early Years (charge for non free hours) | no service | 4.85 | 4.02 | £2.54 / £3.83 | 4.00 | £3.58 / £4.16 | £3.85 | 3.19 |
| 2.2 Music Tuition | £216 | no charge | £220 | no charge | £180 | £150 | no charge | 7.21 (216 per year) |
| 2.3 Playgroup | n/a | n/a | n/a | n/a | n/a | n/a | n/a | 0.77 |
| 2.4 Privilege Transport | £111 / £174 per year | no charge | public transport discounts | no charge for spare capacity | no charge for spare capacity | no charge for spare capacity | no charge for spare capacity | 1.03 |
| 3. Finance and Corporate Resources | | | | | | | | |
| 3.1 Private Hire Individual New and renewals / Vehicle and transfer (includes additional route tests) | 91 / 200 | 147-163 / 310-544 | 145 / 460 | 162 / 402 | 79-184 / 326-546 | 160 / 316 | 50-100 / 180 - 271 | 159.65 / 392.43 |
| 3.2 Taxis (income includes new licence , first and additional route test) | 200.00 | 338-653 | 460.00 | 402.00 | 352-609 | 426-485 | 180-271 | 399.64 |
| 3.3 Charges for Legal Work (List available - all charges are higher than unit cost) | n/a | n/a | n/a | n/a | n/a | n/a | n/a | Various |
| 3.4 Marriages | 125-400 | 125-446 | 70-450 | 125-1200 | 125-447 | 70-454 | 70-420 | 72.10 - 324.45 |
| 3.5 Nationality Checking Service | | 55-214 | 45-80 | | | | | 46.35 – 89.61 |
| 3.6 Other Licencing and registration charges (List available - all charges at cost) | range | range | range | range | range | range | range | Various |
| 4. Social Work Resources | | | | | | | | |

| Charge area | Aberdeen-shire | City of Edinburgh | Fife | Glasgow City | North Ayrshire | North Lanarkshire | Renfrew-shire | South Lanarkshire Council charge including 3% inflation |
|--|----------------|-------------------|-------------|----------------|----------------|-------------------|---------------|---|
| 4.1 Lunch Clubs | <i>3.50</i> | | <i>4.00</i> | <i>3.24</i> | 2.75 | <i>4.90</i> | 2.56 | No change proposed |
| 4.2 Community Alarms <i>(units are per for year - 5640 per week)</i> | <i>3.50</i> | | <i>2.25</i> | <i>3.28</i> | <i>4.30</i> | - | <i>3.41</i> | No change proposed |
| 4.3 Adult Day Care <i>(current SLC charge is only for meals : benchmark is for day care and transport)</i> | | | | 119.55 / 11.18 | | | | No change proposed |
| 4.4 Residential Respite - Council Provision. Charge is for Over 65s / Under 65s <i>(note that SLC charge is currently set based on minimum benefits less personal allowance)</i> | 113.67 / 79.65 | | | | | | | No change proposed |

Other Council charges in italics are current charging more than the proposed SLC fee

Report

13

| | |
|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|---|
| Subject: | Proposed Shared Lanarkshire British Sign Language Plan |
|----------|---|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline the proposed shared Lanarkshire British Sign Language (BSL) Plan required by the British Sign Language (Scotland) Act 2015

2. Recommendation(s)

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

- (1) that the Shared BSL Plan be approved for publication;and
- (2) that the contents of the report be noted.

3. Background

- 3.1 Scotland's first [British Sign Language \(BSL\) National Plan](#), as required by the BSL (Scotland) Act 2015, was published on the 24 October 2017. It sets out Scotland's ambition to be the best place in the world for BSL users to live, work and visit.
- 3.2 The Plan covers all public bodies with a national focus who are directly answerable to Scottish Ministers. It is framed around ten long-term goals covering early years and education; training and work; health; culture and the arts; transport; justice and democracy. 70 actions that the Government will take over the next three years to help make progress towards the long-term goals are included in the Plan. In 2020 a national progress report will be published, with a further set of actions to be delivered by 2023.
- 3.3 Public bodies, including local authorities, regional NHS boards, colleges and universities are required to publish their own BSL plans, by October 2018.

4. Long Term Goals of the National Plan

- 4.1 The BSL National Plan sets out ten long-term goals for BSL in Scotland, covering early years and education; training and work; health, mental health and wellbeing; transport; culture and the arts; justice and democracy. It describes 70 actions Scottish Ministers will take by 2020 to make progress towards these goals, including:-
- ♦ improving access to a wide range of information and public services in BSL
 - ♦ removing the barriers that prevent BSL users from becoming teachers

- ◆ investigating the level of BSL of teachers and support staff in schools
- ◆ developing Scottish Qualifications Authority (SQA) awards in BSL
- ◆ enabling parents who use BSL to be fully involved in their child's education
- ◆ expanding the teaching of BSL as a language to hearing pupils in schools
- ◆ improving the experience of students who use BSL, when they move from school to college, university, training and the world of work
- ◆ improving access to health care and mental health services in BSL
- ◆ ensuring that every Scottish Government funded employment and training opportunity is accessible to BSL users, and that they are properly supported
- ◆ building the skills of qualified BSL/English interpreters to work in specialist settings like health, mental health and justice
- ◆ removing obstacles to BSL users participating in politics and public life, for example by promoting our Access to Elected Office Fund which can meet the costs of BSL interpreters for people wishing to stand for election in the 2021 Scottish Parliament elections

4.2 The Shared BSL Plan for Lanarkshire (Appendix 1) has been developed in partnership with North and South Lanarkshire Councils and NHS Lanarkshire and reflects the long-term goals of Scotland's National Plan. It sets out the actions we will take from 2018 – 2024 and how we will:-

- ◆ offer D/deaf and Deafblind children and their families the right information and support at the right time to engage with BSL
- ◆ support children and young people to:-
 - reach their full potential at every stage of their learning
 - offer parents who use BSL the same opportunities as other parents to be fully involved in their children's education
 - enable more pupils to learn BSL at school
- ◆ support BSL users to develop skills for work and progress in their chosen career
- ◆ make our information and services accessible to BSL users so as they can lead informed, healthy and active lives
- ◆ contribute to making our transport safe, fair and inclusive
- ◆ enable BSL users to take part in culture and the arts as participants, audience members and professionals and they too can share their culture
- ◆ actively encourage BSL users to participate in community and democratic life

5. Duty under the BSL (Scotland) Act 2015

5.1 As a specified public authority South Lanarkshire Council has a duty under the Act to write and publish plans every six years, showing how we will promote and support BSL. The plan will set out measures to increase or improve the use of BSL in delivery of our services. At present through our equality outcomes and our interpretation and translation policy we already express our proactive approach to meet the needs of any member of the community that is using our services.

5.2 The measures in the plan are required to be specific, measurable, achievable, realistic and time bound and we will have to report on each in every subsequent plan that is published, this would be to both CMT and Committee. The plans will also have to contain any information as requested by Scottish Ministers.

5.3 In preparing a plan South Lanarkshire Council must have regard to the extent to which our functions are exercisable using BSL; what the potential for developing the use of BSL in connection with the exercise of our functions is; and any representations made to us in relation to using BSL when delivering services.

- 5.4 The duty requires South Lanarkshire Council to publish a plan within one year of the first National Plan created by ministers and then within 6 months of every subsequent National Plan.

6. Rationale for a Shared BSL Plan

- 6.1 There is already a strong partnership working approach In Lanarkshire between both Councils and NHS Lanarkshire. As we are delivering services and supporting the same communities it makes sense that closer working around the development of a shared BSL Plan should be undertaken. Importantly a shared approach could improve:-

- ◆ the experiences of BSL users by providing consistency in relation to consultation arrangements
- ◆ the accessibility of the draft and final plan whilst also maintaining our individual organisations accountability to produce a Plan

- 6.2 To strengthen and ensure our plan is accessible and meaningful, we invited four local organisations who represent Deaf and Deafblind communities to work with us and form a Steering Group. They helped us produce our plan and advised and supported our wider consultation and engagement. Those organisations are:-

- ◆ Deafblind Scotland
- ◆ Deaf Services Lanarkshire
- ◆ Lanarkshire Deaf Club
- ◆ Deaf Equality Accessibility Forum (South Lanarkshire)

- 6.3 The representatives on the BSL Steering Group asserted that a shared approach was the best way forward and would:-

- ◆ provide a clear pathway across Lanarkshire regardless of which organisations services are being accessed
- ◆ reduce consultation fatigue as we would be consulting with the same people
- ◆ assist with maximising the availability of BSL Interpreters and Deafblind guide communicators

7. Engagement and Consultation

- 7.1 Taking account of the views of Deaf and Deafblind BSL users on the draft plan was essential to ensuring the final plan meets their needs.

- 7.2 To ensure this a variety of methods were used to engage and consult with members of the Deaf community including:-

- ◆ Publishing a draft of the plan and questions both in BSL and English
- ◆ Facilitating BSL responses via YouTube
- ◆ Facilitating face to face community events across Lanarkshire with representative groups, including, Deaf groups and parents, carers and children who attend Deaf education schools in the area, these sessions were facilitated by Deaf members of the community
- ◆ Social media
- ◆ NHS Lanarkshire's Public Reference Forum

7.3 Evidence and information gathered from previous initiatives and ongoing work have also been taken into account.

7.4 The on-line consultation opened on 1 June 2018 and closed on 13 July 2018.

8. Responses from the Consultation

8.1 The responses from the consultation confirmed that the focus of the shared plan is correct. The main themes coming from the engagement and consultation events are:-

- ◆ Staff across all organisations have limited knowledge of Deaf culture
- ◆ Staff across all organisations have limited knowledge of Access to Work
- ◆ Information difficult to access on-line, should be readily available in BSL
- ◆ Limited access to sports and leisure activities
- ◆ Schools should teach BSL from an early age
- ◆ Limited training and job opportunities

9. Next Steps

9.1 The findings from the engagement and consultation exercise will be used to form a South Lanarkshire Council action plan. This will include actions and measures required to meet the aims of the Shared Plan ensuring it makes a difference to the lives of BSL users in Lanarkshire.

10. Employee Implications

10.1 Employees will need to be fully aware of the plan and the range of interpretation and translation services available and how to best work with customers to ensure they receive a fair and equal level of access.

11. Financial Implications

11.1 There are currently no financial implications arising from the plan. The Scottish Government provided funding to Local Authorities to publish the first Plan.

12. Other Implications

12.1 None.

13 Equality Impact Assessment and Consultation Arrangements

13.1 An impact assessment in relation to the shared plan has been undertaken. The assessment identifies positive impact for Deaf and Deafblind BSL users of all ages and genders.

13.2 The report and the Plan highlight issues that if taken forward can help the council meet its commitments and continue to meet our Equality Duties.

Paul Manning

Executive Director (Finance and Corporate Resources)

18 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Fair and open
- ◆ People focused
- ◆ Working with and respecting others
- ◆ Tackling disadvantage and deprivation

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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A Shared British Sign Language Plan for Lanarkshire



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Foreword

As Chief Executives of North Lanarkshire Council, South Lanarkshire Council and NHS Lanarkshire we are delighted to introduce the first British Sign Language (BSL) Plan for Lanarkshire.

We welcome the opportunities provided by the BSL (Scotland) Act 2015 to:-

- show our collective commitment to protecting and supporting BSL including in its tactile form
- recognise and value BSL as a language in its own right; and
- ensure the needs of Deaf and Deafblind BSL users are brought into the mainstream in our organisations

The Plan aims to make Lanarkshire a place where people, who's first or preferred language is BSL, have the same opportunities to be active healthy citizens and are able to make informed choices about every aspect of their lives.

We want to thank the Deaf and Deafblind BSL representatives who worked with us for their valued support in the development of this Plan.

Executive Summary

This BSL Action Plan builds on work already achieved through strong partnerships and outlines the actions we will take whilst maintaining the individual accountability of each organisation. We share the long-term goals for all Scottish public services set out in the BSL National Plan and aim to:-

- Offer D/deaf and Deafblind children and their families the right information and support at the right time to engage with BSL.
- Support children and young people to
 - a. reach their full potential at every stage of their learning;
 - b. Offer parents who use BSL the same opportunities as other parents to be fully involved in their children's education; and
 - c. enable more pupils to learn BSL at school
- Support BSL users to develop skills for work and progress in their chosen career.
- Make our information and services accessible to BSL users so as they can lead informed, healthy and active lives.
- Contribute to making our transport safe, fair and inclusive.
- Enable BSL users to take part in culture and the arts as participants, audience members and professionals and they too can share their culture.
- Actively encourage BSL users to participate in community and democratic life.

Introduction

The BSL National Plan 2017 - 2023 was published on 24 October 2017. It is framed under ten long-term goals which were co-produced with BSL users across Scotland.

This Shared BSL Plan for Lanarkshire reflects those same long-term goals. It sets out the actions we will take from 2018 – 2024 and how we will:-

- improve communication and access to services for people who use BSL in Lanarkshire and
- promote the use of and understanding of BSL across our areas of authority

About Us

Lanarkshire

Situated in the heart of Scotland, Lanarkshire has the second largest populated region in Scotland with a working age population of 425,000 (and total population of 652,300) over 896 square miles. Scattered in a diverse mixture of urban, rural and isolated settlements it covers urban towns including Motherwell, Hamilton, Airdrie, Rutherglen, the new town of East Kilbride and the market town of Lanark, as well as smaller towns, villages and agricultural areas.

Ongoing social and economic changes in Lanarkshire have resulted in an ever-changing environment. Modern business ventures and increasing employment opportunities are replacing traditional heavy industries.

North Lanarkshire Council

North Lanarkshire Council is the fourth largest local authority in Scotland serving a population of approximately 339,000.

According to the last census in 2011 there were 848 active British Sign Language users living in North Lanarkshire.

South Lanarkshire Council

South Lanarkshire is the fifth largest of Scotland's Councils with a population of 303,470 (2011 census) living in an area of 700 square miles. It is a varied area, with heavily populated towns and extensive rural areas.

According to the last census in 2011 there were 722 people living in South Lanarkshire using BSL at home.

NHS Lanarkshire

NHS Lanarkshire is responsible for improving the health of more than 654,490 people living within the North and South Lanarkshire local authority areas.

There are three university hospitals in the area – Hairmyres, Monklands and Wishaw. Primary health care is provided in the community and includes general practitioners (GPs), dentists, health visitors and a wide range of health professionals. NHS Lanarkshire's primary care facilities include health centres and community and day hospitals.

British Sign Language support in Lanarkshire

Across our organisations we provide BSL interpretation to anyone who requires support when accessing our services or attending meetings and appointments.

In addition we aim to raise awareness for all of our employees and provide access to a number of learning opportunities including:-

- BSL training
- Sensory Impairment training and
- Deaf Culture etc.

Rationale for a Shared BSL Plan

In Lanarkshire there is already a strong partnership approach to working between both Councils and NHS Lanarkshire. In addition the BSL community across Lanarkshire although relatively small is closely linked through their shared language and culture.

To ensure developing a shared BSL Plan was the best approach we brought together four local organisations who represent Deaf and Deafblind people and invited them to work with us in partnership. Those organisations are:

- Deaf Services Lanarkshire
- Lanarkshire Deaf Club
- Deafblind Scotland
- Deaf Equality Accessibility Forum (South Lanarkshire)

This partnership became Lanarkshire BSL Steering Group and it determined that by working together to develop a Lanarkshire wide BSL Plan we would:

- have the expertise of BSL users when engaging with the wider BSL community
- reduce consultation fatigue as we would be consulting with the same people
- maximise the availability of BSL interpreters and Deafblind guide communicators as this is a finite resource
- share experiences across authorities to promote best practice; and most importantly
- put in place a BSL Plan, co-produced with Deaf and Deafblind BSL users, ensuring it is meaningful and accessible

The BSL Steering Group also agreed that the Shared BSL Plan would be a high level Plan and that each of the three public body partners would produce its own working action plan, pertinent to its own organisation, ensuring accountability and compliance with the requirements of the Act.

Developing the Plan - consultation and engagement

A requirement of the BSL (Scotland) Act is that the local plan should mirror the National Plan. A first task of the BSL Steering Group was to consider the ambitions and long term goals of the National Plan within a local context. Helpfully the Scottish Government produced a template for Authorities to follow. Producing a high level draft Plan was therefore a desktop exercise.

The BSL Steering Group agreed the draft Plan and from May to September 2018 developed a programme of consultation and engagement with the BSL community and other stakeholders.

- Community events were organised where BSL users could discuss the main themes of the draft Plan – Early Years, Education, Health and Social Care, Family Life and Employment and Training. These discussions were led by Deaf facilitators and in all over 100 Deaf and Deafblind BSL users participated.
- Our draft Plan was uploaded onto our websites in BSL and in English along with a questionnaire and people were invited to comment. The questionnaire resulted in 20 individual comments.
- Within our own organisations we sought the views of employees who would have a part to play in ensuring the Plan is progressed.

As well as the information gathered from this programme of events we have also taken into account evidence and information gathered from work undertaken with the BSL community over the past few years including:

- Raising awareness about mental health
- Exploring BSL users experiences of accessing our services
- Raising awareness amongst our employees of the needs of BSL users
- Making our websites more accessible; and
- Working on the See Hear framework.

Next Steps

Ensuring the BSL Plan is making a difference to the lives of BSL users in Lanarkshire requires ongoing engagement with the BSL community.

The BSL Steering group representatives have agreed that the Lanarkshire BSL Steering Group should continue, but with the purpose of monitoring and reviewing the impact the Plan is having on the lives of Deaf and Deafblind BSL users.

Furthermore the implementation of the Plan will be the subject of regular reports to our respective Council Elected and NHS Board Members.

Actions

Our proposed actions are shown on the following pages.

Across all our services – links to the national plan goals 1 - 9

We share the long-term goal for all Scottish public services set out in the BSL National Plan, which is:

“Across the Scottish public sector, information and services will be accessible to BSL users”

By 2024, we will:

Analyse existing evidence we have about BSL users in our organisation; identify and fill key information gaps so that we can establish baselines and measure our progress.

Include a question in our equalities questionnaires/monitoring forms in relation to the use and understanding of BSL which the Scottish government is developing for the next census.

Improve access to our information and services for BSL users including making our website more accessible to BSL users by:-

- Including signed videos to provide information about available services
- Reviewing guidance on accessing interpretation and translation.
- Using the intranet and internet to promote the use of the Scottish Government’s nationally funded BSL online interpreting video relay services contact SCOTLAND-BSL to staff and to local BSL users.
- Increasing staff awareness, knowledge and understanding of Deaf culture, language and service provision issues
- Working with local Deaf organisations to develop programme of training and awareness raising for front-line staff

Family Support, Early Learning and Childcare - links to the national plan goals 10 - 15

We share the long-term goal for all Scottish public services set out in the BSL National Plan, which is:

“The Getting it Right for Every Child (GIRFEC) approach will be fully embedded, with a D/deaf or Deafblind child and their family offered the right information and support at the right time to engage with BSL”.

By 2024, we will:

- Provide Early Year’s staff with access to training and awareness raising on Deaf and Deafblind BSL for Early Years and Childcare workers.
- Ensure families of D/deaf and Deafblind children have access to nationally developed BSL resources as early as possible in their child’s life.
- Ensure our children’s services have access to nationally developed BSL resources and advice within key programmes such as Bookbug.
- Work with BSL stakeholders to ensure and develop resources and information that are appropriate and relevant

School Education - links to the national plan goals 16 - 24

We share the long-term goal for school education set out in the BSL National Plan, which is:

“Children and young people who use BSL will get the support they need at all stages of their learning, so that they can reach their full potential; parents who use BSL will have the same opportunities as other parents to be fully involved in their child’s education; and more pupils will be able to learn BSL at school”

By 2024, we will:

- Contribute to the Scottish Government’s investigation of the level of BSL held by teachers and support staff working with D/deaf and Deafblind pupils in schools, and take account of any new guidance for teachers or support staff working with pupils who use BSL.
- Take forward advice developed by Education Scotland to a) improve the way that teachers engage effectively with parents who use BSL and b) ensure that parents who use BSL know how they can get further involved in their child’s education
- Contribute to the SCILT programme of work to support the learning of BSL in schools for hearing pupils as part of the 1+2 programme, including sharing best practice and guidance
- Identify potential for Teachers to provide BSL Learning in Schools
- Ensure Deaf Parents have access to information in BSL. This includes Report Cards, Parents Evenings, routine information, IT apps, etc., being able to participate in Parent Councils
- Consider accessibility of School Trips, Parent Councils. Also consideration for work placements.

Training, Work and Social Security - links to the national plan goals 25 - 38

We share the long-term goal for training, work and social security set out in the BSL National Plan, which is:

“BSL users will be supported to develop the skills they need to become valued members of the Scottish workforce, so that they can fulfil their potential, and improve Scotland’s economic performance. They will be provided with support to enable them to progress in their chosen career”

By 2024, we will:

- Signpost pupils and students to a wide range of information, advice and guidance in BSL about their career and learning choices and the transition process
- Work with partners who deliver employment services, and with employer groups already supporting employability to help signpost them to specific advice on the needs of BSL users.
- Raise awareness locally of the UK Government’s ‘Access to Work’ (AtW) scheme with employers and with BSL users (including those on Modern Apprenticeships) so that they can benefit from the support it provides.
- Track young people in partnership with Skills Development Scotland
- We will have transition plans for BSL users in place
- Work with local employment services to help highlight specific advice and guidance required by BSL users

Health, Mental Health and Wellbeing - links to the national plan goals 39 - 49

We share the long-term goal for health, mental health and wellbeing set out in the BSL National Plan, which is:

“BSL users will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives”

By 2024, we will:

- Signpost BSL users to health and social care information available in BSL (to be produced by NHS Health Scotland and NHS24), and b) develop complementary information in BSL about local provision, as appropriate.
- Work with Health and Social Care North Lanarkshire, South Lanarkshire Health and Social Care Partnership, third sector partners and the Lanarkshire BSL community to develop appropriate information in appropriate formats, signed information on the internet, provision of easy read information, etc.
- Provide Public Protection information in BSL
- Review what Mental Health support is available.
- Ensure that psychological therapies can be offered on a fair and equal basis to BSL users.
- Take steps to improve access to information about sport, and to local sports facilities and sporting opportunities.
- Consider the needs of BSL users in any local work to tackle social isolation

Transport - links to the national plan goals 50 - 53

We share the long-term goal for transport set out in the BSL National Plan, which is:

“BSL users will have safe, fair and inclusive access to public transport and the systems that support all transport use in Scotland.”

By 2024, we will:

- Ensure BSL users can participate in the on-going feedback process of the ‘Going Further: Scotland’s Accessible Travel Framework’ as individuals and staff.
- Research technological solutions for providing accessible information in transport hubs (for example bus stations, train stations, airports etc.) for patients and staff.
- Create guidance for passengers and staff who use BSL on how to contact local/national transport providers when things go wrong on a journey.
- Develop and provide training for transport providers which includes strategies for communicating with BSL users (patients and staff)
- Encourage private transport providers to have access to technology to support communicate with BSL users and/or designated drivers have basic BSL awareness
- Ensure inclusion of BSL awareness within Partners regulated transport services driver training including School Transport.

Culture and the Arts - links to the national plan goals 54 - 60

We share the long-term goal for culture and the arts set out in the BSL National Plan, which is:

“BSL users will have full access to the cultural life of Scotland, an equal opportunity to enjoy and contribute to culture and the arts, and are encouraged to share BSL and Deaf Culture with the people of Scotland”

By 2024, we will:

- Enable BSL users to take part in culture and the arts as participants, audience members and professionals.
- Encourage and support BSL users to consider a career in culture and the arts.
- Increase information in BSL about culture and the arts on relevant websites and at venues.
- Improve access to the historical environment, cultural events and performing arts and film for BSL users.
- Work in partnership with providers of cultural events and activities across Lanarkshire to increase availability of signed performances and enhance individuals' access to engagement in cultural activities.
- Explore the use of technology to enhance the experience of BSL users when visiting exhibitions or accessing museum collections.

Justice - links to the national plan goals 61 - 64

We share the long term goal for justice set out in the BSL national plan, which is:

“Our long term goal BSL users have fair and equal access to the civil, criminal and juvenile justice systems in Scotland”

By 2024, we will:

- take account of advice developed by BSL-led Justice Advisory group, to support and meet the needs of BSL users

Democracy - links to the national plan goals 65 - 70

We share the long-term goal for democracy set out in the BSL National Plan, which is:

“BSL users will be fully involved in democratic and public life in Scotland, as active and informed citizens, as voters, as elected politicians and as board members of our public bodies”

By 2024, we will:

- Take opportunities to promote the Access to Elected Office Fund locally, which can meet the additional costs of BSL users wishing to stand for selection or election in local or Scottish Parliament elections
- Continue to support BSL Users to participate in community engagement events
- Provide links on websites to national information on the Access to Elected Office Fund (Scotland) to provide a signpost to BSL users who wish to stand for selection and election
- Raising awareness among elected members about ContactScotlandBSL
- Ensure that BSL users have access to information about Elected Members/Public Appointments in BSL.

Contact Information

If you would like more information about this Plan please contact:

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British Sign Language (BSL) users can contact us via [contactSCOTLAND-BSL](#)

Report

14

| | |
|------------------|--|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director Education Resources Executive Director Health and Social Care and Executive Director Finance and Corporate Resources |

| | |
|----------|--|
| Subject: | Rutherglen Cambuslang Pathfinder Project: Care Experienced Children and Children on the Edges of Care |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the committee of a pathfinder initiative to pilot an alternative intervention model for care experienced children and children on the 'edges of care' experiencing difficulties to fully access the school curriculum as well as fulfil their health and wellbeing outcomes within their communities.
- ♦ seek approval for the recommendations contained within the report

2. Recommendation(s)

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

- (1) that the contents of the report are noted.
- (2) that the Pathfinder initiative for the Rutherglen/Cambuslang area is approved with the creation of the team identified at section 6.1, for a period of 2 years.
- (3) that the governance of the pilot is noted and an annual report is provided to the committee in relation to updates and developments.

3. Background

- 3.1. Following a series of meetings with representatives from Education, Social Work and Finance and Corporate Resources it was agreed that there was a need to look at a distinct piece of work for the Rutherglen/Cambuslang area in relation to outcomes for Children and their Families. Rutherglen/Cambuslang was looked at as an initial pathfinder area with a view to looking at lessons learned in how as a council we could upscale an initiative across the council.
- 3.2. Meetings with the three Head Teachers from the secondary schools in the area identified a number of young people who had difficulty in fully accessing the curriculum and there was a commitment to look at alternative interventions other than the traditional school support and or referrals to Social Work Resources to better improve outcomes for young people.
- 3.3. The Rutherglen/Cambuslang locality covers a geographical area of 25.34 square kilometres and contains both urban and rural communities. The locality is made up

of the recognised communities of Rutherglen and Cambuslang and borders on the city of Glasgow boundary.

Positive health and wellbeing is a priority for Education and Social Work Resources for the area however there are a number of challenges unique to the area as a whole:

- the population of Rutherglen/Cambuslang has grown quite significantly from 2016 from 57,872 to 60,397 in 2018.
- relatively more of the locality's economically active population are unemployed and significantly more of the economically inactive population are long term sick/disabled
- more households in the area with no access to a car
- more children, under 20, from low income families
- the birth rate was a tenth higher than the South Lanarkshire average and significantly more babies were low weight with slightly more being to mothers aged 35 and over
- only 77% uptake of 27-30 month review for children in comparison to 91% for South Lanarkshire
- more children under 5 in comparison to other localities within South Lanarkshire
- 35% of the community live in some of the most deprived areas within the locality
- highest rate of Alcohol and/or Drug admissions
- relatively more People provide unpaid care between 20-49 hours
- diversity of wealth in the locality.
- Social Work referrals are higher for child and family services than the South Lanarkshire average (32.2% for Rutherglen against 29.4 for SLC)
- single parent households with children is higher than the South Lanarkshire average (9% for locality against 7.8% for South Lanarkshire)

- 3.4. There are significant factors that impact on a child's learning. Some children and young people are more at risk of experiencing mental health problems than others. Poverty is a major contributor to mental ill health. This is a significant issue, between 2014 and 2017, it is estimated that almost one in five children in Scotland were living in relative poverty. Scottish Government projections estimate that this will rise to 38 per cent by 2030-31. Adverse Childhood Experiences (ACEs) and trauma are also now recognised as key risk factors for mental ill health. ACEs are stressful events occurring in childhood, such as physical and emotional abuse and neglect. Those living in areas of higher deprivation are at greater risk of experiencing ACEs. Preventing and mitigating the impact of ACEs is a priority for the Scottish Government.
- 3.5. The Children's Services Plan 2017– 2020 contextualises the importance of three priority themes identified by the Children's Services Partnership: prevention and early intervention; health and wellbeing, supporting vulnerable groups and keeping children safe.
- 3.6. It has therefore been identified that a targeted approach in relation to care experienced young people and children on the 'edges of care' should be undertaken to improve the life chances for this significant group of young people. Children on the '*edges of care*' is a term that is being used to describe children whose outcomes are as poor as looked after children in the community who are at risk of rejecting mainstream education or unable to sustain a mainstream curriculum and escalating through the children's hearing system often as a result of crisis for the child or family. Poverty is a significant contributory factor for this group of children and their families and come with a range of other factors including poor health outcomes, alcohol and drug addictions as well as high prevalence of domestic violence.

4. The Proposal

- 4.1. It is proposed to create a multi disciplinary team that will work with identified groups of young people in both an individual basis but also in a group work basis. The work will involve increased support within the school environment where the support will be around the child. However it is recognised that support also needs to include positive experiences within the community and in the family home so an assertive outreach is also proposed. This will include working with the parents and care givers looking at their needs. This will include, benefit maximisation, housing issues, employability and training programmes as appropriate so it is a Whole System approach.
- 4.2. The target group will be children on the 'edges of care' as well as care experienced young people and will be proactive in adopting an early intervention approach. The initiative will target critical periods such as children in the transition from primary to secondary school; support during school Summer and Easter holiday periods, where disengagement from school becomes a significant issue for the children and their families. These are often the most vulnerable periods for children affected by poverty and often the most excluded within society. Sibling groups will also be targeted so that there is a wrap around service of support around the family to increase opportunities for the whole family. There will also be an emphasis on the carers, in order that they can be supported and up skilled ensuring positive outcomes for are also identified for them to improve their life chances as well as their children.
- 4.3. The aim is to do this as an early intervention principle and in a non statutory way, negating the need to go down formal referral routes to Social Work and Childrens Hearings. A measure of success will be a reduction in the number of statutory supervision requirements through the Childrens Hearing, increased school attendance for the targeted group, improved educational attainment, better work experiences and successful school leaver destinations, increased training and employability options for carers and general improved health and wellbeing outcomes.
- 4.4. The proposal complements other council strategic plans such as the Children's Services Plan, the Child Poverty Action Plan as well as the South Lanarkshire Council Plan.

5. Proposed Structure

- 5.1. A team is created for the duration of the Pilot and will be made up of a 1 FTE Team Leader, 6 FTE Youth Family and Community Learning Workers and 1FTE Clerical Assistant. The team will report direct to the Locality Manager (Youth, Family and Community Learning Services), however the team will also, in effect be accountable to the Head Teachers of the three Secondary Schools who will identify the core group of young people using needs based criteria to target children on the 'edges of care' based on need. There will be an increased presence of these workers within the school environment.
- 5.2. The team will work closely with existing resources such as Educational Psychology, Social Work, Money Matters, Housing and Employability and Training providers. The intention is that a whole system approach is provided by the team to work with the child, the family, in the school environment and across their wider communities.
- 5.3. The initiative will be governed by a Steering Group made up of representatives from the three Secondary schools, Educational Psychology, Social Work, Housing and Employability.
- 5.4. It is proposed to test the model over a two year period while looking at the opportunities to upscale across the local authority. This will involve taking the best

parts of the model based on the elements that demonstrate successful outcomes. It is also proposed that an annual report is provided to Education Committee in relation to progress and developments.

6. Employee Implications

- 6.1. The employee implications for implementing the 2 year Pilot for the multi-disciplinary team is identified below:

| Post | Current Number of Posts (FTE) | Proposed Number of Posts (FTE) | Grade | Hourly Rate | Annual Salary | Gross Cost inc on costs 30.3% |
|---|--------------------------------------|---------------------------------------|-----------------------------------|--------------------|----------------------|--------------------------------------|
| Team Leader | 0 | 1 | Grade 3 Level 4 Scp 70-74 | £18.22 - £19.35 | £32,249 - £35,311 | £41,020 – £46,010 |
| Youth Family and Community Learning Workers | 0 | 6 | Grade 2 Level 1 Scp 33-35 | £10.58 - £10.91 | £19,307 - £19,909 | £23,989 - £24,738 |
| Clerical Assistant | 0 | 1 | Grade 1 Level 1-3 Scp 20-27 | £8.74 - £9.69 | £15,949 - £17,683 | £20,781 - £23,040 |
| Totals | 0 | 8 | | | | £205,735 - £217,478 |

- 6.2. These posts have been evaluated using the Council's grading scheme and will be employed on a permanent basis however with temporary location for an initial period of two years in keeping with the two year Pathfinder initiative.

7. Financial Implications

- 7.1. The costs of the two year pilot will be met from a combination of funding streams from Education, Social Work and Finance and Corporate Resources as well as some funding from the Scottish Governments Scottish Attainment Challenge (SAC).
- 7.2. Running costs and children and young people treatment costs to run out of school activities and Summer and Easter programmes of £15,000 are also included on an annual basis as part of the initiative.
- 7.3. The total financial costs for the programme will be £205,735 - £217,478 plus the £15,000 Out of School costs, per annum.

8. Other Implications

- 8.1. There is a risk if recommendations are not supported that the capacity to improve services will be limited.
- 8.2. There are no implications for sustainability in relation to this report at this stage as this is a Pathfinder initiative. Up scaling of future initiatives will be looked at as the outcomes and lessons are developed through the pilot.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy function or strategy, nor does it recommend a change to existing policy, function or strategy, therefore, no impact assessment is required.
- 9.2. Consultation with the Trade Unions has been undertaken in regard to the proposals contained within this report.

Tony McDaid
Executive Director Education Resources

Val de Souza
Executive Director, Health and Social Care

Paul Manning
Executive Director Finance and Corporate Resources

Date: 31 October 2018

Link(s) to Council Values/Objectives

- ◆ Provide vision and strategic direction
- ◆ Strengthen partnership working, community leadership and engagement
- ◆ Protect vulnerable children, young people and adults
- ◆ supporting our communities by tackling disadvantage and deprivation and supporting aspiration
- ◆ Getting it right for children and young people
- ◆ achieve results through leadership, good governance and organisational effectiveness

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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Report

15

Report to: **Executive Committee**
 Date of Meeting: **21 November 2018**
 Report by: **Executive Director (Community and Enterprise Resources)**

Subject: **Glasgow City Region City Deal – Hamilton Community Growth Area, Highstonehall Road Improvements - Full Business Case**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ set out the Full Business Case (FBC) for the Highstonehall Road Improvements element of the Hamilton Community Growth Area City Deal project
- ◆ advise Committee on the next steps in progressing the project

2. Recommendation(s)

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

- (1) that the Highstonehall Road Improvements Full Business Case be approved; and
- (2) that grant funding be sought in accordance with the City Deal Grant Distribution Process outlined in the Assurance Framework in relation to the delivery of the project with the precise arrangements to be agreed by the City Deal Chief Executive's Group (CEG) and City Deal Cabinet.

3. Background

- 3.1. The Council is 1 of 8 local authorities who, with the UK and Scottish Governments, are signatories to the £1.13 billion Glasgow City Region City Deal.
- 3.2. The City Deal is made up of a list of 20 key infrastructure projects that are intended to collectively drive economic growth across the Glasgow City Region area.
- 3.3. Community Growth Areas (CGAs) is one of four South Lanarkshire projects among the list of twenty. Hamilton Community Growth Area is one of 4 CGAs that have been combined together form the CGA project – the other CGAs being located in Newton, Larkhall and East Kilbride.
- 3.4. The Hamilton CGA comprises a number of individual education, transport and community infrastructure projects which will be delivered over a timeframe of up to 10 years which will in turn 'create' capacity to accommodate the increase in population from housebuilding of some 1800 residential units. The new Highstonehall Road Improvements is the second of these projects to be brought forward to Full Business Case stage at Hamilton CGA, with the first being Woodhead Primary School Extension approved by the Committee on 15 August 2018.

- 3.5. Governance arrangements for the City Deal initiative are defined within the associated Assurance Framework. This sets out requirements for the development of Business Cases for individual projects. The first level of business case was the Strategic Business Case and this was approved by the Executive Committee on 26 August 2015 and the second level business case, the Outline Business Case, was approved by the Executive Committee on 5 October 2016.
- 3.6. Full Business Cases for each project requires to be formally approved via:-
- ◆ The Member Authority Committee process
 - ◆ The City Deal Chief Executive's Group which will consider the FBC on 29 November
- 3.7. On 18 August 2015 the City Deal Cabinet approved Strategic Business Cases for all four of the Council's City Deal Projects and on 18 October 2016 the Outline Business Case for Hamilton CGA was approved. This outline business case was also confirmed as being HM Treasury Green Book compliant by the City Deal Cabinet on 14 August 2018.
- 4. Current Proposal**
- 4.1. A Full Business Case (FBC) has now been produced for the Highstonehall Road Improvements element of the Hamilton CGA project. As a result of impacts generated by the proposed 450 homes, including 50 affordable homes, to be built on the site a number of improvements require to be implemented to address the increase in traffic movements at the proposed site access points..
- 4.2. The physical outputs from the Highstonehall Road Improvements project are:-
- ◆ 450 metres of improved/widened carriageway
 - ◆ 200 metres of new footway
 - ◆ One new roundabout on Highstonehall Road
 - ◆ One enhanced and reconfigured roundabout at Stewart Avenue
- 4.3. This FBC continues to make the case for the City Deal funding for Hamilton CGA project in terms of:-
- ◆ Strategic Fit
 - ◆ Commercial Case
 - ◆ Economic Case
 - ◆ Financial Case
 - ◆ Management Case
- The Executive Summary of the FBC is contained in Appendix 1.
- 4.4. The production of the Full Business Case is the final City Deal approval milestone for this element of the Hamilton CGA project and provides details of the delivery and construction of the of the school extension.
- 4.5. The approval of this Full Business Case will release funds to meet the costs of the construction work which will complete by April 2019.

5. Employee Implications

- 5.1. There are no direct employee implications from this project as existing resources within Planning & Economic Development Services are currently tasked with the management and delivery of this City Deal project.

6. Financial Implications

- 6.1. The project budget for the Highstonehall Road Improvements project is £1.75million. Project costs incorporate all construction related costs and community benefit monitoring.
- 6.2. The City Deal funding element of the total project cost is 86% of the project cost (£1.505 million) with the Council contributing the 14% balance (0.245million).

7. Other Implications

- 7.1. Risk - The City Deal Cabinet has a Risk Management Strategy to apply across all City Deal projects. The purpose of this Risk Management Strategy is to provide a systematic and effective method by which risks can be consistently managed. It adopts a best practice approach, describes the specific risk management techniques and standards to be applied and the responsibilities for achieving effective risk management.
- 7.2. The Council is required to apply this City Deal Risk Management Strategy across each of its City Deal projects to ensure consistency across all City Deal projects. This will be a key tool in mitigating project risks and thereby limiting our financial risk associated with the Council's 14% share of City Deal project costs. A robust monitoring system has also been put in place to ensure that 'early warnings' are provided and appropriate action taken.
- 7.3. Sustainability – The statutory processes associated with the approval of the Hamilton CGA have considered the following sustainability agenda items and are subject to monitoring and review as detailed proposals for each phase of the development progress:-
- ◆ encourage energy efficiency through the orientation and design of buildings
 - ◆ choice of materials and the use of low and zero carbon generating technologies
 - ◆ support sustainable water resource management
 - ◆ support sustainable waste management
 - ◆ consider the lifecycle of the development
 - ◆ encourage the use of sustainable and recycled materials in construction
 - ◆ support habitat connectivity
 - ◆ consider active travel and sustainable transport links

8. Equality Impact Arrangements and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy or recommend a significant change to an existing policy, function or strategy, and, therefore, no impact assessment is required. Consultation has taken place with relevant Resources within the Council and the CGA developers. In addition consultation was undertaken with the wider community through the planning process.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

12 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Get it right for children and young people
- ◆ Promote economic growth and tackle disadvantage
- ◆ Improve the availability, quality and access of housing
- ◆ Improve the road network, influence improvements in public transport and encourage active travel
- ◆ Work with communities and partners
- ◆ Improve achievement and attainment

Previous References

- ◆ Executive Committee, 26 August 2015 – City Deal – South Lanarkshire Council, Community Growth Areas, Strategic Business Case
- ◆ Executive Committee, 05 October 2016 – City Deal – South Lanarkshire Council Community Growth Areas, Hamilton Community Growth Area, Outline Business Case
- ◆ Executive Committee, 15 August 2018 – City Deal – Hamilton Community Growth Area, Woodhead Primary School Extension - Full Business Case

List of Background Papers

- ◆ City Deal, Hamilton Community Growth Area – Highstonehall Road Improvements, Full Business Case

Contact for Further Information

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

Ken Meek, Project Manager

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Appendix 1 Highstonehall Road Improvements FBC

Executive Summary

- i) This Final Business Case 2 (FBC2) is for £1.75m City Deal funding – £1.505m City Deal (86%) and £0.245m SLC (14%) – to enable upgrade to a section of Highstonehall Road at the Hamilton Community Growth Area (CGA), accounting for Element 2 of the whole CGA project proposal. This FBC continues to build the case from the Strategic Business Case (SBC) which secured approval for £62.3m across South Lanarkshire's four CGAs and from the Outline Business Case (OBC) which secured approval for £21.002m City Deal funding to develop the Hamilton CGA project, comprising off-site education, community and transport infrastructure.

The Strategic Case

- i. As presented in the OBC, there is a need for investment in offsite road infrastructure (and education/ community facilities) to allow the development of 1,800 new homes at Hamilton CGA.
- ii. The strategic aim of the Highstonehall Road project element is:

“To deliver the off-site road infrastructure in a manner that enables delivery of the residential development 12 years earlier than planned with associated economic and social benefits.”
- iii. In advance of the CGA development receiving planning consent it was necessary to carry out a transport assessment to consider the implications of developing up to 1800 new homes at Hamilton CGA. This included a review of the existing road network capacity and the additional traffic generation created and increased use of public transport by up to 6345 new residents.
- iv. As reported in the OBC (and evidenced in the development profiles at Appendix 4), the counterfactual arrangement is that the CGA development will be less attractive to purchasers and it will take until 2027/28 before there have been sufficient S75 payments to fund delivery of the off-site road infrastructure (i.e. from 500 market homes).

The Economic Case

- v. The economic case presents and tests a series of alternative options – including the counterfactual or 'do nothing' options, before a preferred solution that meets the identified needs and delivers Value for Money for the public sector.
- vi. The only viable options at FBC stage were around the design and timing of project proposal. Through analysis of need and physical solutions, the delivery of off-site road network improvements along 450m of Highstonehall Road was identified as the best option to achieve the project objectives.
- vii. Additional impacts for the intervention over a 25 year period include:
 - 210 net additional construction Person Years Employment (PYE)
 - 10 net direct additional full time equivalent (FTE) jobs
 - £20 million net additional GVA

The Commercial Case

- viii. Delivery of additional capacity in the road network is identified as a critical requirement in delivering the full CGA over 11 years by meeting the needs of the key partners – new and existing local residents (by releasing capacity), SLC and City Deal partners (by delivering additional economic value) and housebuilders/ house purchasers (by creating a more attractive development proposition).
- ix. City Deal funding has been identified as the only viable source for delivery of the critical off-site infrastructure works for Hamilton CGA (schools/ roads) needed to bring forward the development earlier than planned. The commercial arrangement for delivery of FBC2 is via grant to Miller Homes for £1.6m to deliver the off site roadworks improvements – costs have been independently verified for SLC by Armour Construction Cost Consultants.

- x. To retain the established housebuilder consortium partnership (Miller / Avant) and maintain the economic rationale presented in the OBC, this project element had to come forward considerably earlier than planned.

The Financial Case

- xi. The estimated total City Deal cost of the Hamilton CGA project, submitted at OBC, was £21.002m. Phasing of the full CGA project expenditure is presented in the OBC.
- xii. Following a competitively tendered procurement exercise, the cost of delivering Highstonehall Road is estimated at £1.75m, accounting for 8% of the total approved Hamilton CGA City Deal allocation. Due to external factors (as discussed in the Introduction at Section 1) the project works commenced on site in August 2018 – following approval of £21m City Deal funding at OBC stage. The construction works delivered by Miller Homes will be paid by the provision of a City Deal grant amounting to £1.6 million.
- xiii. SLC will take on the additional maintenance responsibilities of the upgraded road in perpetuity, following completion of the works. These costs will be funded from existing Council revenue and capital budgets, as the need arises.
- xiv. SLC has ultimate responsibility for cost over-runs beyond the level of financial budget/ approval for the CGAs – an allowance of 25% has been made for Optimism Bias within the costs. VAT has been treated as recoverable.

The Management Case

- xv. The management and delivery of Highstonehall Road will be contained within the remit of SLCs CGA Programme. Hamilton CGA will be managed by SLC in accordance with the standards required by the City Deal governing principles. Project roles have been assigned to Senior Responsible Officer, Project Sponsor, Project Manager and an internal Project Team. SLC Planning & Economic Development will lead the delivery of the project with SLC Roads & Transportation Services providing statutory services back up as the works require formal Road Construction Consent approval and will be adopted by SLC on completion. This joint approach ensures alignment against other SLC CGA and Roads projects across the transport network
- xvi. SLC Economic Development will have responsibility for the long-term monitoring and evaluation of the project benefits, including community benefits, in line with the M&E Plan, using in-house resource and supplemented by external specialist consultants as required. The economic impact model developed to appraise the gross and net benefits of the alternative options, allows for the activities to be measured and performance tracked against the forecast profile.
- xvii. The key objectives and critical success factors (as defined in the Strategic Case) have ensured that the development of the Hamilton CGA is embedded in a holistic approach to sustainability – environmental, economic, social and community – and the financial appraisal confirms that the project is financially sustainable, albeit with a need for future (planned) investment by the private sector to deliver the new houses.

Report

16

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| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Community and Enterprise Resources) |

| | |
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| Subject: | Glasgow City Region City Deal – Newton Community Growth Area, Westburn Road Roundabout - Full Business Case |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ set out the Full Business Case (FBC) for the Westburn Road Roundabout element of the Newton Community Growth Area City Deal project
- ◆ advise Committee on the next steps in progressing the project

2. Recommendation(s)

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

- (1) that the Westburn Road Roundabout Full Business Case be approved; and
- (2) that grant funding be sought in accordance with the City Deal Grant Distribution Process outlined in the Assurance Framework in relation to the delivery of the project with the precise arrangements to be agreed by the City Deal Chief Executive's Group (CEG) and City Deal Cabinet.

3. Background

- 3.1. The Council is 1 of 8 local authorities who, with the UK and Scottish Governments, are signatories to the £1.13 billion Glasgow City Region City Deal.
- 3.2. The City Deal is made up of a list of 20 key infrastructure projects that are intended to collectively drive economic growth across the Glasgow City Region area.
- 3.3. Community Growth Areas (CGAs) is one of four South Lanarkshire projects among the list of twenty. Newton Community Growth Area is one of 4 CGAs that have been combined together form the CGA project – the other CGAs being located in Hamilton, Larkhall and East Kilbride.
- 3.4. The Newton CGA comprises a number of individual education, transport and community infrastructure projects which will be delivered over a timeframe of up to 10 years which will in turn 'create' capacity to accommodate the increase in population from housebuilding of up to 1500 residential units. The new Westburn Road Roundabout is the third of these projects to be brought forward to Full Business Case stage at Newton CGA, the previous two being Newton Farm Primary School and Newton Rail Station Park & Ride.

- 3.5. Governance arrangements for the City Deal initiative are defined within the associated Assurance Framework. This sets out requirements for the development of Business Cases for individual projects. The first level of business case was the Strategic Business Case and this was approved by the Executive Committee on 26 August 2015 and the second level business case, the Newton CGA Outline Business Case, was approved by the Executive Committee on the 02 December 2015.
- 3.6. Full Business Cases for each project requires to be formally approved via:-
- ◆ The Member Authority Committee process
 - ◆ The City Deal Chief Executive's Group which will consider the FBC on 29 November
- 3.7 On 18 August 2015 the City Deal Cabinet approved Strategic Business Cases for all four of the Council's City Deal Projects and on 15 December 2015 the Outline Business Case for Hamilton CGA was approved. This outline business case was also confirmed as being HM Treasury Green Book compliant by the City Deal Cabinet on 14 August 2018.
- 4. Current Proposal**
- 4.1. A Full Business Case (FBC) has now been produced for the Westburn Road Roundabout element of the Newton CGA project. As a result of impacts generated by the new homes to be built on the site a number of improvements require to be implemented to address the increase in traffic movements in the local road network
- 4.2 The physical outputs from the Westburn Road Roundabout project are:-
- ◆ 340 metres of upgraded road carriageway
 - ◆ 765 metres of new/upgraded footway/cycleway
 - ◆ One new 4 arm, 48 metre diameter roundabout at the junction of Westburn Road and Westburn Drive
 - ◆ One new pedestrian crossing on Westburn Drive
 - ◆ 4 no. Sustainable Urban Drainage installations
- 4.3 This FBC continues to make the case for the City Deal funding for Hamilton CGA project in terms of:-
- ◆ Strategic Fit
 - ◆ Commercial Case
 - ◆ Economic Case
 - ◆ Financial Case
 - ◆ Management Case
- The Executive Summary of the FBC is contained in Appendix 1.
- 4.4 The production of the Full Business Case is the final City Deal approval milestone for this element of the Newton CGA project and provides details of the delivery and construction of the of the school extension.
- 4.5 The approval of this Full Business Case will release funds to meet the costs of the construction work which will commence on site in March 2019.

5. Employee Implications

- 5.1. There are no direct employee implications from this project as existing resources within Planning and Economic Development Services are currently tasked with the management and delivery of this City Deal project.

6. Financial Implications

- 6.1. The project budget for the Westburn Road Roundabout project is £2.31million. Project costs incorporate all construction related costs and community benefit monitoring.
- 6.2. The City Deal funding element of the total project cost is 86% of the project cost (£1.987 million) with the Council contributing the 14% balance (0.323million).

7. Other Implications

- 7.1. Risk - The City Deal Cabinet has a Risk Management Strategy to apply across all City Deal projects. The purpose of this Risk Management Strategy is to provide a systematic and effective method by which risks can be consistently managed. It adopts a best practice approach, describes the specific risk management techniques and standards to be applied and the responsibilities for achieving effective risk management.
- 7.2. The Council is required to apply this City Deal Risk Management Strategy across each of its City Deal projects to ensure consistency across all City Deal projects. This will be a key tool in mitigating project risks and thereby limiting our financial risk associated with the Council's 14% share of City Deal project costs. A robust monitoring system has also been put in place to ensure that 'early warnings' are provided and appropriate action taken.
- 7.3. Sustainability – The statutory processes associated with the approval of the Hamilton CGA have considered the following sustainability agenda items and are subject to monitoring and review as detailed proposals for each phase of the development progress:-
- ◆ encourage energy efficiency through the orientation and design of buildings
 - ◆ choice of materials and the use of low and zero carbon generating technologies
 - ◆ support sustainable water resource management
 - ◆ support sustainable waste management
 - ◆ consider the lifecycle of the development
 - ◆ encourage the use of sustainable and recycled materials in construction
 - ◆ support habitat connectivity
 - ◆ consider active travel and sustainable transport links

8. Equality Impact Arrangements and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy or recommend a significant change to an existing policy, function or strategy, and, therefore, no impact assessment is required. Consultation has taken place with relevant Resources within the Council and the CGA developers. In addition consultation was undertaken with the wider community through the planning process.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

16 October 2018

Link(s) to Council Values/Ambitions/ /Objectives

- ◆ Get it right for children and young people
- ◆ Promote economic growth and tackle disadvantage
- ◆ Improve the availability, quality and access of housing
- ◆ Improve the road network, influence improvements in public transport and encourage active travel
- ◆ Work with communities and partners
- ◆ Improve achievement and attainment

Previous References

- ◆ Executive Committee, 26 August 2015 – City Deal – South Lanarkshire Council, Community Growth Areas, Strategic Business Case
- ◆ Executive Committee, 02 December 2015 – City Deal – South Lanarkshire Council Community Growth Areas, Newton Community Growth Area, Outline Business Case
- ◆ Executive Committee, 27 January 2016 – City Deal – Newton Community Growth Area, Newton Primary School, Full Business Case
- ◆ Executive Committee, 08 March 2017 – City Deal – Newton Community Growth Area, Newton Station Park & Ride, Full Business Case

List of Background Papers

- ◆ City Deal, Newton Community Growth Area – Westburn Road Roundabout, Full Business Case

Contact for Further Information

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

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Appendix 1 Westburn Road Roundabout FBC

Executive Summary

- i. This Final Business Case 3 (FBC3) is for £2.31m City Deal funding – £1.99m City Deal (86%) and £0.32m South Lanarkshire Council (SLC) (14%) – to enable development of Westburn Roundabout at the Newton Community Growth Area (CGA), accounting for Element 3 of the whole CGA project proposal. This FBC continues to build the case from the Strategic Business Case (SBC) which secured approval for £62.3m across South Lanarkshire’s four CGAs and from the Outline Business Case (OBC) which secured approval for £10.163m City Deal funding to develop the Newton CGA project, comprising off-site infrastructure (roads, school, park & ride, cycle/ walk path).

The Strategic Case

- i. As presented in the OBC, there is a critical need for investment in road infrastructure to allow the development of 1,500 new homes at Newton CGA.
- ii. The strategic aim of the Westburn Roundabout project element is:

“To deliver the off-site road infrastructure required to enable the delivery of 1,500 homes eight years earlier than planned with associated economic and social benefits.”
- iii. Delivery of the Westburn Roundabout is a necessary pre-requisite project for the realisation of the full Newton CGA development. At present there is an identified constraint in the current road infrastructure network, with current conditions being suitable for a development of 1,212 homes.
- iv. The lead developer, Taylor Wimpey, is committed to the Newton CGA project, albeit at a lower rate and over a longer time period. The Westburn Roundabout will enable developers to deliver the full site capacity of 1,500 units, addressing the clear need for additional housing units at the City Region and sub-regional level. Furthermore, as an integral part of the Newton CGA, the infrastructure intervention made possible by City Deal investment will enable the development to be completed in 14 years, as opposed to the 22-year period in the absence of intervention.
- v. As presented in the OBC, the market failure rationale is based on development of the full CGA and the constrained road infrastructure in particular which is preventing this. The infrastructure is defined as a public good, typically funded by the public sector. Whilst there is a negotiated S75 settlement from the lead developer that will part-fund required junction upgrades, there is a need for additional investment to enable an upgrade of the Westburn Road / Westburn Farm Road junction to facilitate the full development potential of the site.
- vi. The implication of not addressing the market failure at Newton CGA is slower delivery of fewer houses and lower-quality provision of the off-site roads infrastructure.

The Economic Case

- vii. The OBC analysed a series of high level project options within a wider development programme. Therefore, it was necessary that the FBC detail the specific road infrastructure sub-options available to SLC that would enable the effective delivery of 1,500 homes at the Newton CGA. The economic case presents and tests a series of these sub-options – including the counterfactual or ‘do nothing’ option, before a preferred solution that meets the identified needs and delivers Value for Money for the public sector.
- viii. Viable options were identified as those that enabled the full delivery of 1,500 homes at the Newton CGA. The economic case identified that this was only possible through the construction of a full 40m Inscribed Circle Diameter (ICD) four arm Roundabout that could fulfil the current and future traffic demand in and around the Newton CGA. Therefore, the economic analysis compares this intervention to the counterfactual, establishing the additional impacts stimulated by the public-sector investment and the interventions relative value for money.

ix. The net additional impacts of the intervention - over a 25-year period - are as follows:

- 115 construction jobs (Infrastructure and Residential development)
- £9.60m in GVA from construction activity
- 315 operational jobs from household expenditure
- £4.07m in GVA from operational activity
- Total Net Additional GVA £13.58m

The Commercial Case

- x. Delivery of additional road capacity at Westburn Road is identified as a critical requirement in delivering the full CGA by meeting the needs of the key partners – new and existing local residents (by increasing capacity), SLC and City Deal Partners (by delivering additional economic value) and home builders/ house purchasers (by creating a more attractive development proposition).
- xi. As considered in the OBC options analysis, SLC sought to secure additional/ replacement funding from other sources, but this proved impossible without reducing investment plans for other economic development projects. City Deal funding is therefore identified as the only viable source for delivery of the critical off-site infrastructure works needed to bring forward the development earlier than planned. The S75 funding, which will be held by SLC as annual trigger payments are made, will fund other aspects of the required off-site infrastructure needed to create a sustainable community at Newton CGA.
- xii. Achieving a successful outcome at Westburn Roundabout and the wider Newton CGA is dependent on securing follow-on investment from the developers and their housebuilding partners, estimated at £150m for house building and on-site infrastructure (roads, utilities and services).

The Financial Case

- xiii. The estimated total City Deal cost of the Newton CGA project, submitted at OBC, was £10.163m, which will leverage £3.222m of SLC funding and £8.74m in developer contributions for the off-site road/school and community provision. This will stimulate up to a further £150m direct on-site developer cost in building out the Newton CGA development. Phasing of full CGA project expenditure is presented in OBC.
- xiv. Following a competitively tendered procurement exercise, the cost of delivering the Westburn Roundabout project element is estimated at £2.31m, accounting for 23% of the total approved Newton CGA City Deal allocation. The tender process resulted in a lower than anticipated project cost for project element – £2.31m total costs, against £3.65m profiled at OBC. The total Newton CGA budget remains as profiled in the OBC, covering any cost uplift in other project elements.
- xv. The construction works are scheduled to be delivered over a 6-month period, starting March 2019. The Roundabout is expected to be operational by September 2019.
- xvi. SLC will take on the additional maintenance responsibilities of the Westburn Roundabout in perpetuity, following completion of the infrastructure works. These costs will be funded from existing Council revenue and capital budgets, as the need arises.
- xvii. The ongoing revenue costs for other City Deal funded CGA elements will be reviewed as each FBC element is submitted. The total estimated revenue cost across all elements is estimated in the OBC at £2.5m per annum. A lifecycle cost analysis estimates that the non-discounted revenue costs over a 25-year period for the Westburn Roundabout will be £0.66m.

The Management Case

- xviii. The management and delivery of Westburn will be contained within the remit of SLCs CGA Programme. Newton CGA will be managed by SLC in accordance with the standards required by the City Deal governing principles. Project roles have been assigned to the Senior Responsible Officer, Project Sponsor, Project Manager and an internal Project Team. Community and Enterprise Services within SLC will lead the delivery of the project, ensuring alignment against other SLC City Deal and infrastructure related projects.

- xix. SLC Economic Development will have responsibility for the long-term monitoring and evaluation of the project benefits, including community benefits, in line with the M&E Plan, using in-house resources supplemented by external specialist consultants as required. The economic impact model developed to appraise the gross and net benefits of the alternative options, allows for the activities to be measured and performance tracked against the forecast profile.
- xx. The key objectives and critical success factors (as defined in the Strategic Case) have ensured that the development of the Newton CGA is embedded in a holistic approach to sustainability – environmental, economic, social and community – and the financial appraisal confirms that the project is financially sustainable, albeit with a need for future (planned) investment by the private sector to deliver the new houses.

Report

Report to: **Executive Committee**
 Date of Meeting: **21 November 2018**
 Report by: **Executive Director (Community and Enterprise Resources)**

Subject: **Sustainable Development Update – Statutory Climate Change Duties Report 2017/2018**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ approve the Council's Statutory Climate Change Duties Report for 2017/2018

2. Recommendation(s)

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

- (1) approve the submission of the Council's Statutory Climate Change Duties Report for 2017/18, as detailed in appendices 1 and 2 to the report.

3. Background

3.1. The Climate Change (Scotland) Act 2009 commits the Government to reduce Scotland's greenhouse gas emissions by 42% by 2020 and by 80% by 2050, compared to 1990 levels. It also places a requirement for Scotland to develop long-term measures to adapt to changes in the climate.

3.2. Section 44 of the Act places duties on all public bodies in Scotland to reduce greenhouse gas emissions, adapt to a changing climate, and act sustainably.

3.3. Section 46 of the Act contained provision for Scottish Ministers to require specified public bodies to prepare annual reports on their compliance with these duties. On 23 November 2015 Scottish Ministers announced the introduction of statutory reporting, of the public sector climate change duties, following Scotland missing its fixed annual emission reduction targets for three consecutive years.

4. Climate change duties report 2017/2018

4.1. The year's report will be the second year of statutory reporting and will require publishing on the Council's website and submitted to the Scottish Government by 30 November 2018.

- 4.2. There are two sections to the report; the 'required' section and 'recommended' section. The required section of the report is statutory and comprises of six parts:-

| | | |
|---|---------------------------|--|
| 1 | Organisational Profile | Provides a better understanding of the scale of activity of the body in addressing climate change in relation to its size |
| 2 | Governance and Management | Seeks to establish how governance of climate change is recognised within the organisation. Also the reporting and review structure and the level of engagement between leaders, service managers, practitioners and staff generally |
| 3 | Corporate Emissions | Provides data on corporate emissions relating directly to the organisation's assets and activities |
| 4 | Adaptation | Seeks to establish if the body has assessed the risks that both current and future climate change presents to its assets, infrastructure, service provision and business continuity. Also to identify actions that will reduce risk both now and in the future |
| 5 | Procurement | Clarify how sustainable procurement policy has had an impact on climate change reduction, reporting and compliance issues |
| 6 | Validation | It is expected that validation of quantitative and qualitative information is regarded as good business practice and risk management of any inaccuracies or inconsistencies that could result in legal challenge or reputational damage |

- 4.3. The recommended section, which is non-statutory, provides information on where the Council has a wider influence of reducing area-wide emissions, for example, energy efficiency in our housing stock, infrastructure and support for active travel, decisions about our land use, and capacity building. It also includes other sustainability activities such as biodiversity, food, water and resource use that isn't already captured elsewhere in the report. Although this section of the report is non-statutory, there is an expectation that the larger public bodies submit this along with their required section.
- 4.4. Some highlights for 2017/2018 in the report include:
- ◆ The publication of the Council's new sustainable development and climate change strategy covering the period 2017 to 2022
 - ◆ Continued roll out of the LED street lighting programme saving a further 2,085 tonnes of carbon during 2017/2018. In total the programme has reduced carbon emissions by approximately 8,000 tonnes since it began in 2015/2016

- ◆ Additional climate control factors adopted at the design stage of City Deal construction projects, which includes sustainable drainage designed to treat, slow and attenuate the flow of surface run-off - Cathkin relief road and A726 East Kilbride (Greenhills Road to Strathaven Road).
 - ◆ 89.6% of our housing stock complies with the energy efficiency standard for social housing (EESH)
 - ◆ The continued restructure of woodland at both Chatelherault and Mauldslee has seen the felling of over 25.5 hectares of non-native conifers. Both areas are now being managed for regeneration of native woodland
 - ◆ A further 28 schools received air quality and active travel workshops which raises the awareness of air pollution from vehicles powered by fossil fuels and promotes a more sustainable and active method of travel
- 4.5. An evidence pack has been prepared to support the data and information gathered from services in the preparation of the annual report and the methodologies used within the report. The evidence pack is an internal document and will be held by Community and Enterprise Resources should it be required.
- 4.6. Copies of both the 'required' and 'recommended' sections of the Council's draft climate change duties report for 2017/18 can be found at appendix 1 and appendix 2 respectively. A copy of the draft report has been made available in the Members' areas for inspection prior to Committee.
- 4.7. The report must be approved and published on the Council's website prior to submission to the Scottish Government by 30th November 2018.
- 5. Employee Implications**
- 5.1. The Council's sustainable development officer and carbon management officer currently prepare the annual climate change report in conjunction with all Council Resources that provide the relevant information. The new statutory reporting regime will elevate the importance and accountability of climate change reporting within the Council.
- 6. Financial Implications**
- 6.1. Collection of climate change information is a core management task and therefore is absorbed into the daily business operations.
- 7. Other Implications**
- 7.1. The annual statutory reporting requirements have implications for all Resources however the following services will have more involvement:-
- ◆ Community and Enterprise Resources - Carbon Management, Fleet Services, Environmental Services, Roads and Transportation, Flood Risk Management, Street Lighting, Waste Services, Resilience Support, Countryside and Greenspace, Planning and Building Standards
 - ◆ Finance and Corporate Resources – Procurement, Finance (Capital Investment), Risk Management
 - ◆ Housing and Technical Resources - Energy and Water Management, Asset Management and Property Services

The sustainable development officer and carbon management officer will continue to work with all Resources to collate the relevant information in an appropriate format to meet the statutory timescales.

- 7.2. Climate Change and carbon reduction targets are included in the Council's top risks.
- 7.3. The Council's sustainable development strategy outlines the action required to meet our climate change duties and has undergone a full strategic environmental assessment (SEA). This can be found on the Scottish Government's SEA Gateway database.

8 Equality Impact Assessment and Consultation Arrangements

- 8.1. An equality impact assessment was carried out on the Sustainable Development Strategy.
- 8.2. South Lanarkshire Council submitted a response to the consultation on statutory reporting which closed 29 May 2015.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

16 October 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ None

List of Background Papers

- ◆ The Climate Change (Scotland) Act 2009
- ◆ Climate Change Duties 2016/2017 annual report for South Lanarkshire Council

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-
Lesley Hinshelwood, Sustainable Development Officer
Ext: 4610 (Tel: 01698 454610)
E-mail: lesley.hinshelwood@southlanarkshire.gov.uk



Public Sector Climate Change Duties 2018 Summary Report: South Lanarkshire Council – required reporting

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

Phone 0303 123 1015

Email equalities@southlanarkshire.gov.uk

Part 1: Profile of reporting body

1(a) Name of reporting body

South Lanarkshire Council

1(b) Type of body

Local Government

1(c) Highest number of full-time equivalent staff in the body during the report year

11,866

1(d) Metrics used by the body

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

| Metric | Unit | Value | Comments |
|--|-----------------------------|---------|---|
| Population size served | population | 317,100 | Figure taken from State of the Environment Report update 2017 |
| Other (Please specify in the comments) | other (specify in comments) | 8.0 | The Council's carbon footprint in tonnes per number of employees (per head) for 2017/18 |
| Other (Please specify in the comments) | other (specify in comments) | 4.2 | South Lanarkshire area wide carbon emissions per capita (tonnes) - latest figure available from DECC 2016 |

1(e) Overall budget of the body *Specify approximate £/annum for the report year*

| Budget | Budget Comments |
|-------------|---|
| 695,264,000 | The budget represents the year end budget from our 2017/18 outturn report |

1(f) Report year *Specify the report year*

| Report Year | Report Year Comments |
|----------------------------|----------------------|
| Financial (April to March) | |

1(g) Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting

South Lanarkshire is Scotland's fifth largest local authority in terms of population with 317,100 residents. It covers an area of 1,772 square kilometres in central and southern Scotland, almost 80% of which is agriculture. The Council provides services for everyone in this large and diverse geographical area.

Within South Lanarkshire there are four towns with a population over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 17 towns and settlements with a population of over 1,000. South Lanarkshire is divided into 20 wards which are represented by 64 councillors who are responsible for agreeing the Council's plans and policies and deciding how the Council's budget should be spent.

The scope of South Lanarkshire Council's carbon footprint includes the energy used in our buildings, municipal waste sent to landfill, fuel used in our fleet of vehicles, energy used for our street lighting and staff travel. These were considered the most appropriate sources to measure when carbon management was first introduced in 2005. Robust data is collected and converted into carbon using the carbon conversion factors published by Department of Energy and Climate Change (DECC) in 2006. The conversion factors are not updated each year when the new data is made available from DECC as we do not want external factors influencing our carbon footprint. By using static conversion factors we are confident that the changes to our carbon footprint each year are in direct relation to our actions. The data includes that of South Lanarkshire Leisure and Culture Ltd.

Part 2: Governance, management and strategy

2(a) How is climate change governed in the body?

Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements.

Sustainable Development including climate change duties compliance is a priority objective for the Council; this is reflected in the Council Plan and the Council's Sustainable Development and Climate Change Strategy (SD&CCS).

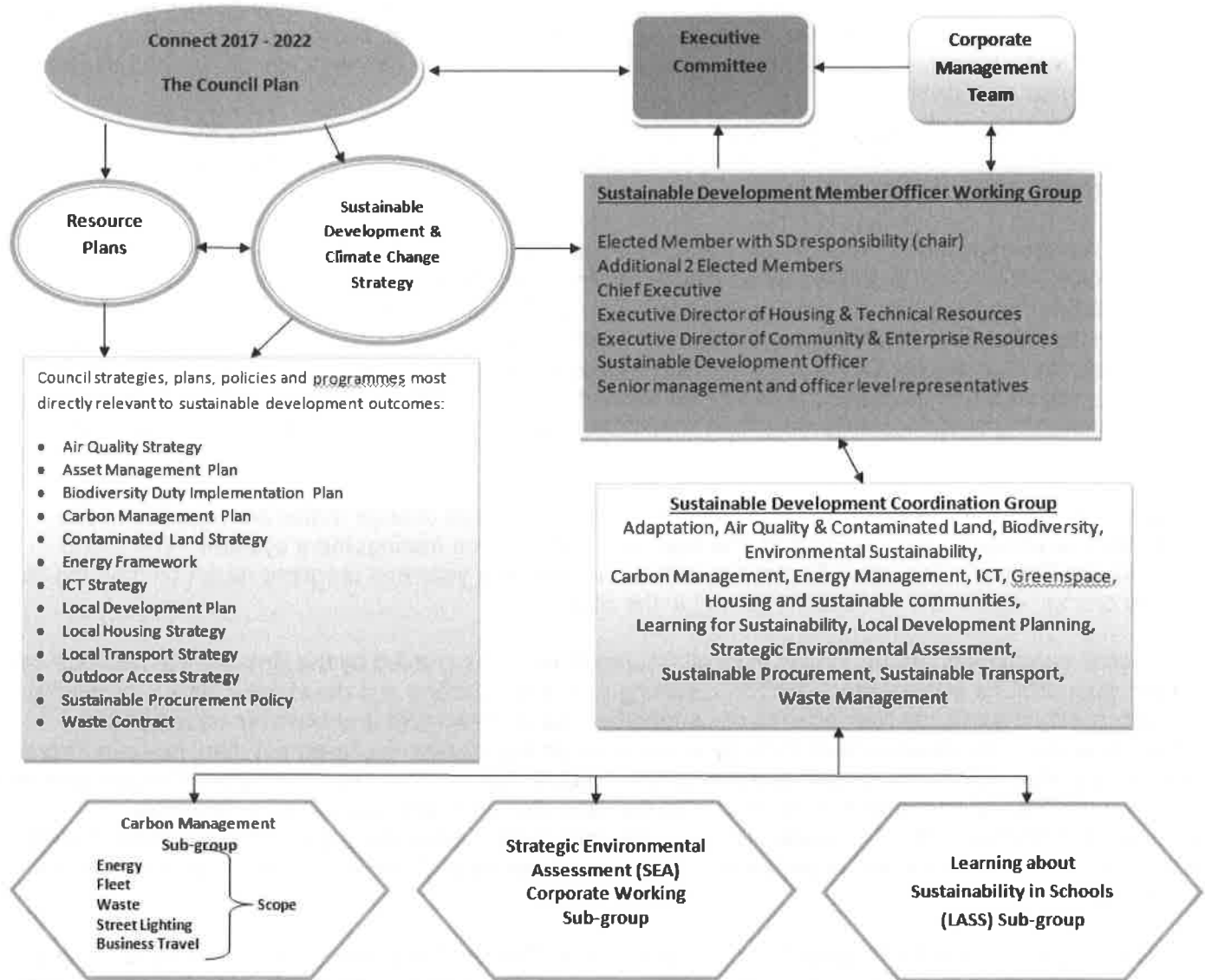
Climate Change is governed through the Council's Sustainable Development Member Officer Working Group (SDMOWG) which is chaired by an Elected Member with Sustainable Development and Climate Change duties responsibility. The group consists of an additional two elected members, the Chief Executive, the Executive Directors of Housing and Technical Resources and Community & Enterprise Resources, the Sustainable Development Officer and other officer and management level representatives. The group ensures and oversees the implementation of: the SD&CCS; compliance with the climate change duties; embedding sustainable development within Council policy; scrutinise performance monitoring reports.

Progress on the Council's SD&CCS and complying with our climate change duties are reported to the SDMOWG bi-annually using IMPROVe (the Council's performance management system). The group provides the Council's Executive Committee with a mid-year and year-end progress report on meeting our climate change duties and the actions set out in the SD&CCS.

An officers' coordination group, drawn from all Council Resources and led by the Sustainable Development Officer, supports the work of the SDMOWG, making recommendations and developing work programmes. The group play a particular role in terms of:- supporting the development and implementation of the Council's sustainable development strategy and climate change duties improvement plan; representing and promoting sustainable development and the climate change duties within their Resource / Service; collation and dissemination of information in relation to sustainable development; supporting sustainable development work streams e.g. sustainable procurement, SEA, carbon management, awareness training, employee communications and engagement; project involvement and delivery. The group meets every eight weeks.

There are 3 sub-groups from the coordination group:- The Carbon Management Group (representatives from Services within the scope of the Carbon Management Plan deliver carbon reduction projects across the estate.); Strategic Environmental Assessment (SEA) Corporate Working Group (ensuring that all plans, policies and strategies undergo the SEA process which includes climatic factors); and Learning about Sustainability in Schools (LASS) Group (helps further embed environmental sustainability and climate change awareness in the curriculum). The sub-groups meet every eight to twelve weeks and they each report progress on Carbon Management, SEA and Learning for Sustainability to the coordination group.

2(a) How is climate change governed in the body? *continued*



2(b) How is climate change action managed and embedded by the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body.

Sustainable Development and Carbon Management sits within the Performance and Development Team of Community and Enterprise Resources. The sustainable development officer and carbon management development officer have a strategic overview of the Council's progress to reduce carbon emissions, climate change adaptation and environmental sustainability. The Performance and Development team acts as a centre of expertise on climate change for the Council, and works with Services across the Council to build capacity on climate change awareness.

Reports on climate change produced by the team are reviewed by the Head of Service prior to being presented to the Corporate Management Team, which includes the Chief Executive and Executive Directors for all Resources. Reports on climate change are then presented to the Sustainable Development Member Officer Working Group before being presented to and scrutinised by the Executive Committee. Progress reports on climate change and sustainable development actions are reported to the Executive Committee bi-annually.

The Performance and Development team are responsible for developing the sustainable development strategy (SDS) and carbon management plan (CMP). The development of both documents are done in conjunction with all Resources and they provide a basis from which elected members and officers can demonstrate strong and effective leadership in environmental sustainability and climate change actions.

Actions within the SD&CCS action plan are included in Resource and Service Plans which are monitored and reported quarterly, through the Council's IMPROVe system, to Heads of Service and in turn Executive Directors. The SD&CCS action plan is reported bi-annually to the CMT, SDMOWG and Executive Committee using the progress updates direct from Resource and Service Plans. As SD&CCS actions are embedded in Resource and Service plans this will result in many employees having climate change actions included in their key work objectives as part of their performance review.

The Council also has a 'Behaviours Framework' which sets out 5 key principles of how employees are expected to approach their work. The first principle is 'Efficient' which includes taking action to ensure sustainability and minimising environmental impact. Employees have to evidence how they contribute to this principle as part of their annual review. The Behaviours Framework helps to embed sustainability and climate change consideration in the culture of the Council.

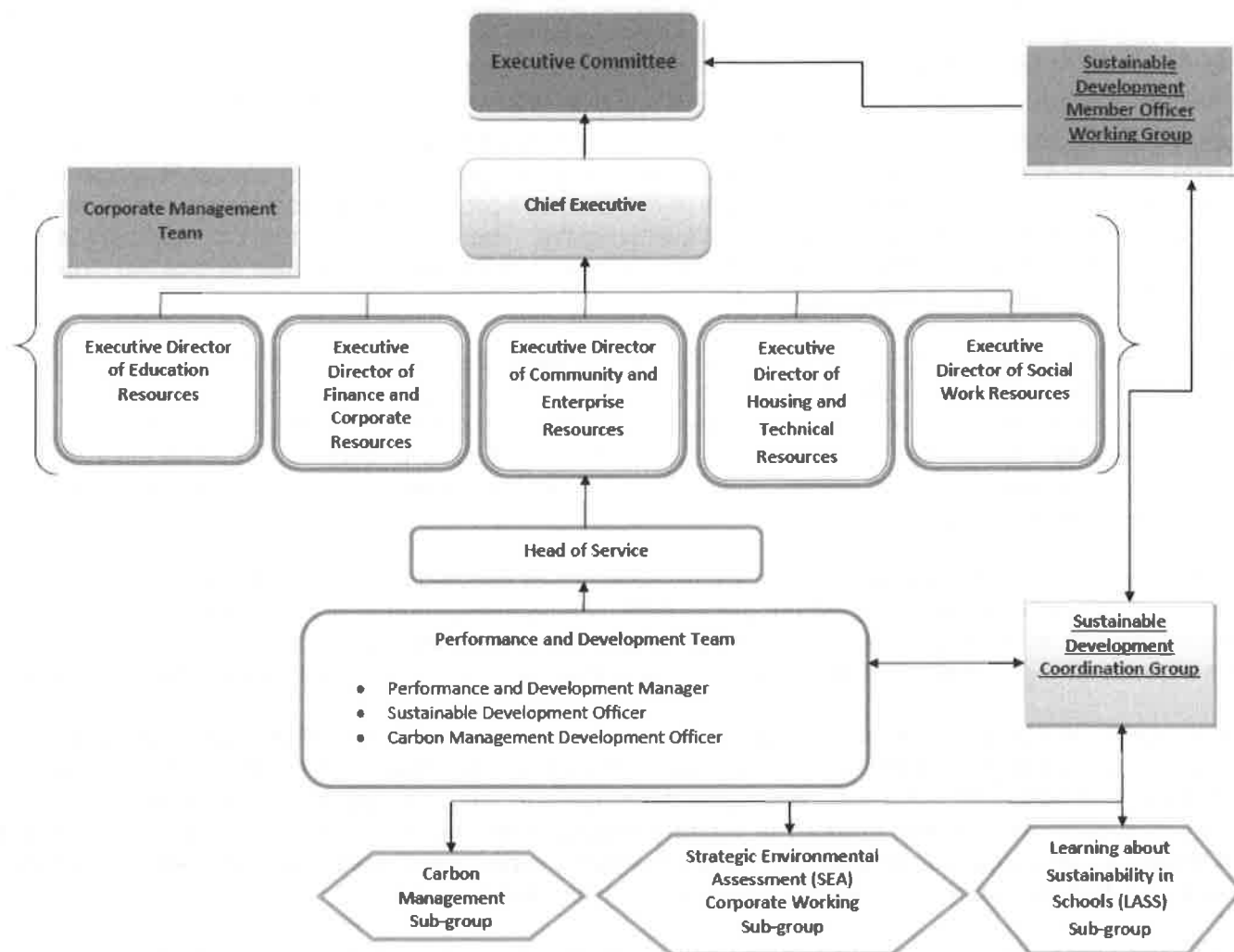
The Council has corporate key performance targets to reduce energy consumption across its estate and also to reduce fuel consumption across all Resources. Both contribute to our organisational target to reduce carbon emissions by a further 10% by 2021. The energy champions' network which includes representatives from all Resources helps to embed good energy management practice into behaviour and attitudes of their colleagues which contributes to meeting the energy reduction targets.

The Council has taken a number of steps to further embed climate change action across the organisation. This includes staff engagement and awareness activities including the development of an e-learning module on climate change and sustainability, climate change and sustainability session in the management development programme and carbon corner articles in the 'Works' staff magazine. There is also an annual programme of events and campaigns focused on climate change including Earth Hour, Cycle to Work Week, Recycle Week and Sustainable South Lanarkshire.

The SEA Corporate Working Group provides the mechanism to liaise with Services to ensure that relevant plans, policies and strategies include the climate change duties and any actions accordingly.

The Sustainable Development Officer is also part of the Council's procurement network and has been working with procurement colleagues to review the Sustainable Procurement Policy to include further guidance on climate change and sustainability within the procurement process.

2(b) How is climate change action managed and embedded by the body?



2(c) Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

| Objective | Doc Name | Doc Link |
|--|--|---|
| Work with communities and partners to promote high quality, thriving and sustainable communities (Communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well-designed place to live, work and play) | The Council's corporate plan: Connect 2017-2022 page 5 | https://www.southlanarkshire.gov.uk/info/200172/plans_and_policies/1484/council_plans_and_progress/2 |

2(d) Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

The Council's Sustainable Development and Climate Change Strategy (SD&CCS) 2017-2022 sets out our overall approach to sustainable development and addresses the challenges and opportunities of climate change. It outlines the changes in sustainable development and climate change policy since the publication of the last strategy, and the Council's strategic outcomes for sustainable development and climate change over the next five years. This is the Council's third strategy; the first was published in 2007. (https://www.southlanarkshire.gov.uk/downloads/file/12055/sustainable_development_and_climate_change_strategy_2017-2022)

The Council's Carbon Management Plan (CMP) update 2016 provides details of what we aim to achieve over two years. The Council's first CMP was published in 2008, with updates published in 2012 and 2014. The CMP will be refreshed and published in 2018. (http://www.southlanarkshire.gov.uk/info/200192/climate_change_and_sustainability/63/carbon_management)

The Council also has an 'Environmental Statement' which is relevant for all employees and sets out the Council's environmental commitments as per the sustainable development and climate change strategy. Climate change is one of the key considerations in the statement and information is included on how employees can contribute to meeting the commitments.

2(e) Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

| Topic area | Name of document | Link | Time period covered | Comments |
|----------------------------|----------------------------------|---|---------------------|---|
| Adaptation | Local Development Plan | http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6 | LDP: 2014 - 2019 | LDP also includes statutory supplementary guidance on sustainable development and climate change. |
| Business travel | Carbon Management Plan | http://www.southlanarkshire.gov.uk/downloads/file/10954/carbon_management_plan_2016 | 2016 - 2018 | |
| Staff Travel | Employee Travel Plan | http://intranet.southlanarkshire.gov.uk/downloads/download/474/Employee_travel_plan_(May_2013) | Published 2013 | |
| Energy efficiency | Sustainable Development Strategy | https://www.southlanarkshire.gov.uk/downloads/file/12055/sustainable_development_and_climate_change_strategy_2017-2022 | 2017-2022 | |
| Fleet transport | Fuel Efficiency Strategy | The Fuel Efficiency Strategy is an internal document and not on the website therefore no link available. A PDF is available if required. | 2015 - 2018 | |
| Renewable energy | Local Development Plan | http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6 | 2014 - 2019 | LDP includes supplementary guidance on renewable energy |
| Sustainable/renewable heat | Local Development Plan | http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6 | 2014 - 2019 | LDP includes supplementary guidance on renewable energy |
| Waste Management | Local Development Plan | http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6 | 2014 - 2019 | |
| Land Use | Local Development Plan | http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6 | 2014 - 2019 | LDP includes supplementary guidance on renewable energy |
| Other | Local Housing Strategy | https://www.southlanarkshire.gov.uk/downloads/file/11758/local_housing_strategy_2017-2022 | 2017-2022 | |
| Other | Sustainable Procurement Policy | The SPP is an internal document and not on the website therefore no link available. A word version is available if required | 2017 - 2020 | Sustainable Procurement |

2(e) Does the body have any plans or strategies covering the following areas that include climate change? *continued*

Provide the name of any such document and the timeframe covered.

| Topic area | Name of document | Link | Time period covered | Comments |
|-------------------|--|---|---------------------|--|
| Adaptation | Biodiversity Strategy | http://www.southlanarkshire.gov.uk/downloads/download/389/ | 2010 - 2015 | The new strategy covering 2018–2022 has been developed and is currently awaiting final approval from the Executive Committee |
| Adaptation | Local Transport Strategy | http://www.southlanarkshire.gov.uk/downloads/download/107/local_transport_strategy | 2013 - 2023 | LTS includes adaptation through Flood Risk Management |
| Adaptation | Sustainable and Climate Change Development Strategy | https://www.southlanarkshire.gov.uk/downloads/file/12055/sustainable_development_and_climate_change_strategy_2017-2022 | 2017-2022 | |
| Energy efficiency | Energy Framework | The Energy Framework document is internal and not on the website therefore no link available. A PDF is available if required. | | |
| Energy efficiency | Carbon Management Plan | http://www.southlanarkshire.gov.uk/downloads/file/10954/carbon_management_plan_2016 | 2016 - 2018 | |
| Energy efficiency | Local Housing Strategy | http://www.southlanarkshire.gov.uk/downloads/file/11758/local_housing_strategy_2017-2022 | 2017-2022 | |
| Waste management | Sustainable Development and Climate Change Strategy | https://www.southlanarkshire.gov.uk/downloads/file/12055/sustainable_development_and_climate_change_strategy_2017-2022 | 2017-2022 | |
| Waste management | Carbon Management Plan | http://www.southlanarkshire.gov.uk/downloads/file/10954/carbon_management_plan_2016 | 2016 - 2018 | |
| Adaptation | Local Flood Risk Management Plans (LFRMP) for Clyde and Loch Lomond, and Tweed | http://www.southlanarkshire.gov.uk/info/200163/home_safety_and_planning_for_emergencies/404/flooding_advice_and_support/2 | 2016 - 2022 | The Flood Risk Management team as have 'Response to Flooding' procedures |
| Adaptation | Air quality strategy and action plan | Strategy has still to be adopted and the link will be available late 2018 | 2017 - 2022 | Action on green infrastructure particularly in target air quality locations |

2(e) Does the body have any plans or strategies covering the following areas that include climate change? *continued*

| Topic area | Name of document | Link | Time period covered | Comments |
|-----------------|--------------------------------------|---|---------------------|---|
| Fleet transport | Air quality strategy and action plan | Strategy has still to be adopted and the link will be available late 2018 | 2017 - 2022 | Action on eco-friendly vehicles for Council transport fleet and pool cars. Travel planning for commutes and business journeys will also be a focus in the action plan |
| Other | Procurement Strategy | http://www.southlanarkshire.gov.uk/downloads/file/9189/procurement_strategy_2017-2020 | 2017 - 2020 | Sustainable Procurement - Includes contribution to sustainable procurement duty |

2(f) What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

Provide a brief summary of the body's areas and activities of focus for the year ahead.

1. Following the local elections in 2017 there was a change to the elected members on the Governance Board. A priority for the year ahead is to support the new members and ensure they are kept up-to-date with relevant policies, plans and strategies and any changes in legislation in order to make informed decisions as required.
2. Implement the 2018/19 action plan for the Sustainable Development and Climate Change Strategy
3. Update the Council's carbon management plan for 2018 - 2020
4. Carry out the annual CCAT self-evaluation and identify areas for improvement
5. Continue working with the Climate Ready Clyde partnership on the development of a region-wide adaptation strategy

2(g) Has the body used the Climate Change Assessment Tool(a) or equivalent tool to self-assess its capability / performance?

If yes, please provide details of the key findings and resultant action taken.

There were two sustainability self-evaluations carried out during 2017/18. The first self-evaluation was done using PSIF (Public Sector Improvement Framework) themed assessment for sustainability. This was identified as a corporate requirement as sustainability and climate change sits fairly high on the 'Corporate Risk Register'. The other self-evaluation was completed using Audit Scotland's auditor's toolkit for sustainability. This assessment was also a corporate requirement as the Council was undergoing a 'Best Value Audit'. Due to the work involved in carrying out both assessments, it was agreed not to carry out a third assessment using CCAT; the CCAT assessment will be carried out again during 2018/19.

PSIF

This is a themed PSIF assessment which focuses only on environmental sustainability and climate change for the whole council. The question set consisted of 11 questions under five headings. There were many examples of evidence, identified for each question, demonstrating environmental sustainability across a range of services across the council.

| Theme | Findings |
|-----------------------------------|--|
| Leadership | identified that there are many areas of good practice with working groups, partnerships, joint working, strategies and plans all working to improve our environmental sustainability |
| Service Planning | this was thought to be performing well in relation to the processes for reporting and benchmarking with no areas identified for improvement |
| People | identified many ways in which the council encourages its staff to contribute to environmental sustainability, however suggestions for better promotion of some of the campaigns was identified |
| Partnerships and Resources | identified many successful partnerships and examples of joint working as well as a few areas for improvement. The use of IT and the management of assets were thought to be good but again identified some areas of improvement |
| People, Community and Key Results | many examples were identified where we gather results from staff, the local community and generally on our environmental sustainability. There were areas identified where we could improve on gathering data and learning from it |

Areas for improvement included:- Improve successfulness of Sustainability Partnership; Increase awareness of environmental sustainability objectives and actions by using website articles, social media and consider development of apps; Climatic considerations to be included in asset management plans

Sustainability Audit Toolkit

The sustainability toolkit assessment has been used in previous years to help the development of the sustainable development strategies. The question set consisted of 20 questions under five main themes and there are three performance levels to choose from as part of the assessment for each question: 'Basic', 'Better' and 'Advanced'.

| Theme | Level |
|---|-----------------------------|
| How well is sustainability embedded in the organisation's vision and strategic direction | Advanced Practice |
| How well is the organisation promoting sustainability effectively through partnership working | Better Practice |
| How well are sustainability issues embedded into governance arrangements | Better to Advanced Practice |
| Does the organisation use its resources in a way that contributes to sustainability | Advanced Practice |
| Can the organisation demonstrate its contribution towards sustainability | Advanced Practice |

Areas for improvement identified include:- further develop partnership working on climate change issues; better promotion of sustainability and climate change with stakeholders; continue to integrate sustainability and climate change in decision making; further develop sustainable procurement practices and ensure staff are trained on sustainable procurement principles.

2(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

Following the local elections in 2017 we held a sustainable development awareness session for all new elected members (and any current members who wished to attend) as part of the induction process. This is the first time we have been given a separate session dedicated to sustainable development and climate change for newly elected members (other than those who sit on our governance board). Feedback from the session was very positive and further helps to embed sustainable development and climate change issues in decision making. Following the success of the session there has been discussion to hold further sessions on more specific topic items that comes under the umbrella of sustainable development and new climate change.

Part 3: Emissions, targets and projects

3a Emissions from start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year

| Reference Year | Year | Scope1 | Scope2 | Scope3 | Total tCO2e | Comments |
|---------------------------|---------|--------|--------|--------|-------------|---|
| Baseline carbon footprint | 2005/06 | 42,014 | 50,836 | 63,115 | 155,965 | Water is not included. Emission factors were set at baseline year and have not been updated for any subsequent year. Scope 1= buildings gas and oil and fleet. Scope 2= buildings and street lighting electricity. Scope 3=waste, staff travel. |
| Year 1 | 2006/07 | 40,119 | 49,806 | 61,956 | 151,881 | Comment as above (in baseline year) |
| Year 2 | 2007/08 | 39,655 | 52,085 | 59,597 | 151,337 | Comment as above (in baseline year) |
| Year 3 | 2008/09 | 38,168 | 52,797 | 56,658 | 147,623 | Comment as above (in baseline year) |
| Year 4 | 2009/10 | 41,637 | 50,846 | 52,349 | 144,832 | Comment as above (in baseline year) |
| Year 5 | 2010/11 | 40,263 | 50,645 | 50,356 | 141,264 | Comment as above (in baseline year) |
| Year 6 | 2011/12 | 36,510 | 51,081 | 47,665 | 135,256 | Water is not included. Emission factors were set at baseline year and have not been updated for any subsequent year. Scope 1= buildings gas and oil and fleet including embedded cars. Scope 2= buildings and street lighting electricity. Scope 3=waste, staff travel and pool cars. |
| Year 7 | 2012/13 | 39,999 | 53,216 | 46,226 | 139,441 | Comment as above (in year 2011/12) |
| Year 8 | 2013/14 | 37,119 | 51,383 | 47,513 | 136,015 | Comment as above (in year 2011/12) |
| Year 9 | 2014/15 | 35,269 | 47,850 | 42,084 | 125,203 | Comment as above (in year 2011/12) |
| Year 10 | 2015/16 | 35,498 | 45,071 | 39,707 | 120,276 | Comment as above (in year 2011/12) |
| Year 11 | 2016/17 | 34,017 | 38,950 | 37,927 | 110,894 | Comment as above (in year 2011/12) |
| Year 12 | 2017/18 | 34,599 | 36,860 | 42,656 | 114,115 | Comment as above (in year 2011/12), differs from total in 3b due to using static conversion factors from baseline year |

3b Breakdown of emission sources

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If, for any such category of emission source, it is not possible to provide a simple emission factor(a) leave the field for the emission factor blank and provide the total emissions for that category of emission source in the 'Emissions' column.

| Emission source | Scope | Consumption data | Units | Emission factor | Units | Emissions (tCO ₂ e) | Comments |
|---|-------|------------------|--------|-----------------|----------------------------|--------------------------------|---|
| Grid Electricity (generation) | 2 | 58,465,408 | kWh | 0.35156 | kg CO ₂ e/kWh | 20,554 | From electricity used in our buildings |
| Grid Electricity (transmission distribution losses) | 2 | 58,465,408 | kWh | 0.03287 | kg CO ₂ e/kWh | 1,922 | From electricity used in our buildings |
| Natural Gas | 1 | 132,560,534 | kWh | 0.18416 | kg CO ₂ e/kWh | 24,413 | From gas used in our buildings |
| Gas Oil | 1 | 4,407,884 | kWh | 0.27588 | kg CO ₂ e/kWh | 1,216 | From oil used in our buildings for heating |
| Refuse Municipal to Landfill | 3 | 94,137 | tonnes | 588.9 | kg CO ₂ e/tonne | 55,438 | Municipal waste collected and sent to landfill |
| Diesel (average biofuel blend) | 1 | 3,011,827 | litres | 2.60016 | kg CO ₂ e/litre | 7,831 | Used to run our fleet vehicles |
| Petrol (average biofuel blend) | 1 | 87,102 | litres | 2.19835 | kg CO ₂ e/litre | 192 | Used to run our fleet vehicles |
| Gas Oil | 1 | 378,616 | litres | 2.95351 | kg CO ₂ e/litre | 1,118 | Used to run our fleet vehicles |
| Grid Electricity (generation) | 2 | 10,175,173 | kWh | 0.35156 | kg CO ₂ e/kWh | 3,577 | From electricity for street lighting |
| Grid Electricity (transmission distribution losses) | 2 | 10,175,173 | kWh | 0.03287 | kg CO ₂ e/kWh | 334 | From electricity for street lighting |
| Average Car - Unknown Fuel | 3 | 1,438,154 | miles | 0.29537 | kg CO ₂ e/mile | 422 | From staff mileage claims, type of vehicles unknown |
| Car - diesel (Small car up to a 1.7 litres engine) | 3 | 719,668 | miles | 0.23409 | kg CO ₂ e/mile | 168 | Miles travelled in small diesel pool cars |
| Grid Electricity (generation) | 2 | 4,333 | kWh | 0.35156 | kg CO ₂ e/kWh | 2 | Used to charge our electric pool vehicles |

3c Generation, consumption and export of renewable energy

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

| Technology | Renewable Electricity | | Renewable Heat | | Comments |
|------------|--|----------------------|--|----------------------|---|
| | Total consumed by the organisation (kWh) | Total exported (kWh) | Total consumed by the organisation (kWh) | Total exported (kWh) | |
| Solar PV | 363,187 | 114,073 | | | Installed in 27 schools and 1 Sheltered Housing complex |
| Biomass | | | 4,460,728 | | Installed in 48 schools and 1 Sheltered Housing Complex |
| GRID CHP | 2,249,582 | | 3,900,000 | | Combined Heat and Power in 12 properties |

3d Targets

| Name of Target | Target | Scope of Target | Progress against target | Baseline Year | Units of baseline | Target completion year | Comments |
|--|---------------|-------------------------|-------------------------|---------------|-------------------|------------------------|---|
| Carbon reduction target | 4% reduction | All emissions | 5.1 | 2015/16 | tonnes | 2020/21 | Target of 10% reduction by 2020/21 using baseline of 2015/16, equating to 2% annual reduction for 5 years |
| Reduction in energy consumption | 0 | Energy use in buildings | 3.5 | | Kwh | 2017/18 | Target to reduce energy consumption in buildings |
| Implement fuel efficiency measures to reduce emissions from fleet vehicles | 4% reduction | Transport | 10.5 | 2014/15 | tonnes | 2017/18 | Target to reduce emissions from fleet vehicles met and exceeded |
| Percentage of household waste to be recycled | 50% reduction | Waste | 41.5 | 2017/18 | | 2017/18 | Recycling rates reduced in 2017/18 due to the new residual waste contract. |

3e Estimated total annual carbon savings from all projects implemented by the body in the report year

Total 2,254

| Emissions Source | Total estimated annual carbon savings (tCO2e) | Comments |
|-------------------------|--|--|
| Electricity | 2,148 | As per project list below - street lighting LED programme and LED projects |
| Fleet transport | 106 | As per project list below - fuel efficiency measures in our fleet |

3f Detail the top 10 carbon reduction projects to be carried out by the body in the report year

Provide details of the 10 projects which are estimated to achieve the highest carbon savings during report year.

| Project | Funding source | Are these savings figures estimate d or actual? | Capital cost (£) | Project lifetime (years) | Fuel/ emission source saved | Estimated carbon savings per year (tCO2e/ annum) | Estimated costs savings (£/ annum) | Behaviour Change | Comments |
|---|------------------|---|------------------|--------------------------|--------------------------------|--|------------------------------------|---|--|
| LED street lighting replacement Phase 3 | Capital | Actual | 6,268,000 | 25 | Grid Electricity | 2,085 | 376,002 | None required although communications with local residents is ongoing as there has been a change to the environment with white light and no back spill into gardens and driveways | Approximately 59,000 LEDs will be replaced at the end of the 3 year programme |
| LED lighting projects 330 | Capital | Estimate | 181,755 | 10 | Grid Electricity | 63 | 23,519 | None required - building users should be unaware/unaffected by the upgrades | LED lighting projects in Meldrum House and Almada Street Headquarters |
| Fuel efficiency measures in council fleet | Existing budgets | Actual | £73,000 | £130,000 | Diesel (average biofuel blend) | 106 | | Behaviour change is required by drivers, however some of these initiatives are technological and so work automatically without the driver being aware | Various projects have been implemented on a phased basis and continue to be incorporated into existing and new vehicles - speed limiters, telematics, anti siphoning, intelligent procurement, route planning, fuel efficient driver training. Unable to estimate individual savings due to so many initiatives having an effect at the same time. |

3g Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the report year

If the emissions increased or decreased due to any such factor in the report year, provide an estimate of the amount and direction.

Total -2,057

| Emissions source | Total estimated annual emissions (tCO ₂ e) | Increase or decrease in emissions | Comments |
|------------------|---|-----------------------------------|--|
| Estate changes | 2,057 | Decrease | This is the effect of new buildings opening and old ones closing |

3h Anticipated annual carbon savings from all projects implemented by the body in the year ahead

Total 227

| Source | Saving | Comments |
|-------------|----------|---|
| Electricity | 100 + 84 | 9 PV projects and 5 projects to replace light fittings with LEDs |
| Gas | 43 | 1 boiler replacement project |
| Waste | | Change to residual waste treatment contract, creating energy from waste rather than landfill - estimated savings figure unknown |

3i Estimated decrease or increase in the body's emissions attributed to factors (not reported elsewhere in this form) in the year ahead

If the emissions are likely to increase or decrease due to any such factor in the year ahead, provide an estimate of the amount and direction.

Total -66

| Emissions source | Total estimated annual emissions (tCO ₂ e) | Increase or decrease in emissions | Comments |
|------------------|---|-----------------------------------|--|
| Estate changes | 66 | Decrease | This is the effect of new buildings opening and old ones closing, as per last year's estimates |

3j Total carbon reduction project savings since the start of the year which the body uses as a baseline for its carbon footprint

If the body has data available, estimate the total emissions savings made from projects since the start of that year ("the baseline year").

| Total | Comments |
|---------|---|
| 253,439 | This is the sum of annual carbon savings since the baseline year of 2005/06 |

3k Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to its emissions, targets and projects.

A Carbon Management Plan has been in place since 2008, with update reports issued in 2012, 2014 and 2016. This clearly demonstrates our commitment to reducing our carbon footprint and reporting in a transparent manner.

Our ambitious 3 year LED street lighting programme has seen emissions from street lighting reduce by over 50%. The programme has went well and is on target to complete during 2017-18 when approximately 59,000 LEDs will have been installed and approximately 7,250 lighting columns replaced.

Waste sent to landfill has reduced consistently since 2005-06 due to improved and increased recycling facilities available to households. However there has been an increase throughout 2017-18 due to the commencement of a long term residual waste treatment contract. Once fully operational the treatment facility will ensure we will meet the legislative landfill ban requirements and substantially reduce our carbon emissions associated with waste.

Part 4: Adaptation

4(a) Has the body assessed current and future climate-related risks?

If yes, provide a reference or link to any such risk assessment(s).

A Local Climate Impacts Profile was carried out for South Lanarkshire in 2008. The outcome of the Impact Profile coupled with our knowledge of past impacts and contributory factors indicate flooding as the biggest risk for South Lanarkshire, and will be a more frequent problem in the area which the Council and partners will respond to.

A Council-wide climate change adaptation workshop was held in 2011 involving the most relevant services and managers that contribute to meeting the Council's climate change adaptation duty. The event was facilitated by Adaptation Scotland and it helped raise awareness of climate change and the potential risks and opportunities to service delivery.

The outcome from the event was also used to help in the development of the Council's previous sustainable development strategy 2012-2017 and the local development plan 2014-2019, which includes supplementary guidance on sustainable development and climate change. The local development plan and supplementary guidance, directs future development and indicates where development, including regeneration, should happen and where it should not. Link:-

http://www.southlanarkshire.gov.uk/info/200172/plans_and_policies/39/development_plans/6

The Council's risk management team assists in the identification and evaluation of risks associated with the delivery of the council's objectives and provides support to help manage these risks. The risk management team manage the Council's risk register and one of the top risks identified is 'Failure to meet sustainable development and climate change objectives'. The risk scorecard identifies the business impacts of climate change now and in the future and contains a number of control measures - such as ensuring that the climate change duties are embedded in policies, plans and strategies, working with services to raise the awareness of the business risks of a changing climate, to be an active member of the 'Climate Ready Clyde' partnership - to mitigate the risk and impact of climate change. The scorecard is reviewed annually.

Severe weather is also one of the risks in the Council's risk register and includes control measures such as emergency and contingency planning, weather warning alerts and response, infrastructure investment and flood risk management.

The Council's Emergency Management Team (EMT) leads on responding to emergencies. The EMT is made up of senior managers from Services who may be involved in dealing with emergencies and led by the Council's Resilience Adviser. The effects of severe weather is one of the emergencies that the EMT have prepared for.

The South Lanarkshire area is covered by the West of Scotland Resilience Partnership which has representatives from the emergency services, Councils, NHS boards and utilities companies. The West of Scotland Community Risk Register (CRR) includes severe weather incidents, the possible consequences and what the Regional Resilience Partnership are doing to mitigate the risks.

The CRR is the result of risk assessments carried out by the multi-agency resilience partnership to identify the likely risks in the area and rate them in terms of their potential impact and likelihood of occurring. The results of these assessments are used to inform the partnership and produce agreed and effective multi-agency plans and procedures

4(a) Has the body assessed current and future climate-related risks? *continued*

The Council has a dedicated flood risk management team who manages flooding priorities and delivers prioritised flood protection schemes. In accordance with the requirements of the Flood Risk Management (Scotland) Act 2009, the flood risk management team has been involved in the publication of the Clyde & Loch Lomond and Tweed Local Flood Risk Management Plans. The production of these plans has involved a national flood risk assessment and identification of potentially vulnerable areas. Flood risk assessments and the implementation of sustainable drainage systems are required as part of the planning process for any new builds / developments.

South Lanarkshire Council is a member of the of Climate Ready Clyde partnership – the new collaborative initiative developing an adaptation strategy and action plan for the Glasgow City Region (which includes all of South Lanarkshire both rural and urban areas). As part of this, the CRC partners are currently assessing the climate change risks and opportunities facing Glasgow City Region through to the 2080s, under a high emissions climate change scenario.

<https://www.sniffer.org.uk/climatereadyclyde>

Climate Ready Clyde's Risk Assessment is due to be launched in October 2018. This will be the foundation for the development of the strategy and action plan, Following the launch of the Risk Assessment it is intended to hold a session with relevant Service managers to raise awareness of the risks and opportunities identified and how these impact on Council service delivery and local communities.

4(b) What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

The Council's **sustainable development and climate change strategy** 2017-2022 includes the Council's approach to managing climate change adaptation and links to the work of 'Climate Ready Clyde'.

The **Climate Ready Clyde** board, subgroups and networks provide a forum for the Council to engage with other stakeholders to understand the collective risks from the City Region. Doing so will also enable dialogue between the Council and others about the wider consequences of one organisation's climate risks on other organisations (e.g. disruptions to transport network affecting the ability for employees to get to work).

The Council has a **Risk Management Strategy** which aims to provide a sensible and proportionate approach to risk management that promotes awareness rather than avoidance. Resources are required to ensure that risk management is embedded in service planning and delivery; in the way they make decisions; in major projects; and in their dealings with partners and contractors.

The Council has a corporate '**Business Continuity Plan**' which is managed by the Resilience Adviser. South Lanarkshire Council is a category 1 responder and leads the Local Resilience Partnership on work required to meet the Civil Contingencies Act 2004 and its associated Scottish Regulations and Guidance as part of Scotland Regional Resilience Partnership.

In addition the Council has the following strategies and plans which include policies and actions to address climate-related risks:-

Core Path Plan – Adopt a path is an environmental volunteering opportunity in South Lanarkshire to report the condition of paths within the Council's path network. An interactive comprehensive map of all core path routes in South Lanarkshire can be found on the Council's web-site.

4(b) What arrangements does the body have in place to manage climate-related risks? *continued*

Local Development Plan 2014 - 2019 - Supplementary Guidance to the Local Development Plan, such as Sustainable Development and Climate Change, Green Network and Greenspace, Natural and historic Environment. A key theme running through the Local Development Plan is the need to address the land use issues arising from the impact of climate change.

- Policy 2, Climate Change – proposals for new development must, where possible, seek to minimise and mitigate against the affects of climate change.
- Policy 14, Green network and Greenspace - any development proposals should safeguard the local green network and identify opportunities for enhancement and / or extension which can contribute towards:- placemaking; mitigating greenhouse gases; supporting biodiversity; enhancing health and quality of life; providing water management including flood storage, and buffer strips; providing areas for leisure activity; and promoting active travel.
- Policy 17, Water environment and flooding - the avoidance principle of flood risk management as set out in Scottish Planning Policy must be met.

Response to Flooding - The Flood Risk Management Service have procedures to deal with potential flooding events, called 'Response to Flooding', which is reviewed annually and takes cognisance of the effects of climate change upon predicted flood risk. Flood risk assessments and the implementation of sustainable drainage systems are required as part of the planning process for any new builds / developments.

Local Transport Strategy 2013-2023 - Objective 6: Mitigate, adapt and manage the effects of climate change, including flooding, on transport infrastructure and communities.

The revised **South Lanarkshire Biodiversity Strategy 2018-2022** has been developed and is awaiting final approval from the Executive Committee; it will be published by the end of 2018. Climate change is identified as a key cross-cutting theme in the draft South Lanarkshire Biodiversity Strategy that affects all ecosystems. Issues related to this are identified and addressed where possible. Peatland management which benefits carbon sequestration remains a key theme

The Biodiversity Duty Implementation Plan (BDIP) will encourage appropriate management of the Council estate. The BDIP will, through the planning function, encourage other land-owners and developers to adopt the principles of the Biodiversity Strategy in their land-use. This is especially important in woodland cover and peatland conservation for carbon management and intrinsic biodiversity.

The Council has an '**Energy Framework Group**' which has representation from Housing and Technical Resources and Community and Enterprise Resources. The group discusses the delivery of actions which includes energy efficiency measures, carbon reduction and climate change adaptation.

The Council's '**Environmental Statement**' is for all employees and sets out the environmental commitments and how employees can contribute to the commitments. Meeting our climate change duties is one of the high level commitments which includes preparing for a future where the climate is changing.

4(c) What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action.

Continued restructure of woodland at Chatelherault (Clyde Valley Woodlands National Nature Reserve (NNR)) to reduce the increasing windblow risk of the current conifer plantations. By the end of the report year, 22 hectares of conifers has been felled and the area is now being managed for regeneration of native woodland.

Continued restructure of woodland at Mauldslee Woods (Clyde Valley Woodlands NNR) to reduce the increasing windblow risk of the current conifer plantations. Felling work in 2018 has removed 3.5 hectares of conifer plantation and thinned exotic conifers from 6ha of mixed woodland. These areas will convert to native woodland.

Ongoing peatland restoration of Langlands Moss Local Nature Reserve. Ditch damming work is complete and bog hydrology has been much improved. A detailed feasibility study including peat depth analysis has been undertaken thanks to funding from SNH's Peatland Action programme. This details how the surrounding plantation woodland can be brought under management, restoring the natural "lagg" zone. An extension of the Local Nature Reserve boundary, to include the surrounding woodlands, has been agreed with Planning and was included in the Main Issues Report of the Local Development Plan for public consultation.

Ongoing work to contain the spread of invasive non-native species (INNS). Initial mapping of Japanese knotweed, Himalayan balsam and Giant hogweed is almost complete for the Clyde catchment. 274 Japanese knotweed areas currently being treated with herbicide. Himalayan balsam being removed annually by volunteers at Hamilton South Haughs and sites in the Clyde Valley. Continue to map INNS where they are found and encourage public reporting.

Local Flood Risk Management Plans were published in June 2016. South Lanarkshire Council were involved in the production of the Clyde & Loch Lomond and Tweed LFRMPs. The Council's Flood Risk Management team continue to be consulted regularly during the Planning and Development Management process to ensure all new developments are being designed in accordance with the latest guidance on flood risk, climate change and the sustainable management of surface water.

The Council has adopted and implemented a number of practices to adapt to climate change through both building design and management:- Natural Ventilation, SUDS, Insulation, low carbon technologies (ASHP, GSHP, PV, LED, CHP, Biomass).

In the construction of Cathkin relief road and the tender for the A726, East Kilbride (Greenhills Road to Strathaven Road), the drainage designs for both schemes utilise various elements of Sustainable Urban Drainage systems (SUDs). The new drainage system captures, cleans and controls the flow of surface water throughout the catchment area in line with SEPA regulations. Both systems are designed to contain a 1 in 200 year storm incident within the system which is in excess of the requirements. The Cathkin Relief Road was designed utilising an additional 20% Climate Control factor in accordance with the regulations at the time. Greenhills Rd -Strathaven Rd is designed with a 44% Climate Control factor to comply with the current updated regulations for flooding.

The new drainage system is designed to slow and attenuate the flow of surface run-off through filtration, designed flow channels (swales), flow dams and flow control apparatus (hydrobrake). Both above and below ground storage is provided to capture the run-off and hold it as it is released at a controlled rate into the adjacent water course.

The new drainage system also removes surface run-off which previously went into the sewers and diverts it through the new system. This frees up capacity within the sewer for areas further downstream.

The run-off from the new carriageway provides for direct access to the collection and treatment routes by providing overedge run-off direct to the swales. This increases the volume of water which can leave the carriageway at the overedge sections and decreases standing water areas on the carriageway.

4(c) What action has the body taken to adapt to climate change? *continued*

The treatment of the run-off to remove dust, dirt, salt and other pollutants (including spillages) allows the water to be discharged into the adjacent water course while protecting the water and environmental quality of the water course.

Capacity building / raising awareness:-

The Council's sustainable development officer is a member of Adaptation Learning Exchange (ALE) network. The ALE provides a collaborative process to support organisations with adaptation planning through the sharing of knowledge and ideas, highlighting good practice and increasing learning and networking opportunities to promote further work on adaptation to climate change.

What action has the body taken to adapt to climate change?

Through its membership of Climate Ready Clyde, South Lanarkshire Council will work to be part of a wider initiative to create consensus around the need to adapt in the City Region. The Council's Sustainable Development Officer is also a member of the Impact, Influence and Engagement sub-group which will be involved in developing a communications and engagement plan and engaging with the wider public, stakeholders, and businesses on the potential risks and opportunities from climate change in the city region.

The Sustainable Development Officer attended training early 2018 on climate justice and how to use the mapping tool. This will help identify those who are most vulnerable to future social flood risk. Analysing the data and identifying hotspots across South Lanarkshire will be task for the year ahead.

4(d) Where applicable, what progress has the body made in delivering the policies and proposals referenced N1, N2, N3, B1, B2, B3, S1, S2 and S3 in the Scottish Climate Change Adaptation Programme(a) ("the Programme")?

If the body is listed in the Programme as a body responsible for the delivery of one or more policies and proposals under the objectives N1, N2, N3, B1, B2, B3, S1, S2 and S3, provide details of the progress made by the body in delivering each policy or proposal in the report year. If it is not responsible for delivering any policy or proposal under a particular objective enter "N/A" in the 'Delivery progress made' column for that objective.

(a) This refers to the programme for adaptation to climate change laid before the Scottish Parliament under section 53(2) of the Climate Change (Scotland) Act 2009 (asp 12) which currently has effect. The most recent one is entitled "Climate Ready Scotland: Scottish Climate Change Adaptation Programme" dated May 2014.

Objective N1 - Natural Environment

Understand the effects of climate change and their impacts on the natural environment.

| Policy / Proposal reference | Delivery progress made | Comments |
|------------------------------------|---|--|
| N1-8 | Local Flood Risk Management Plans were published in June 2016. South Lanarkshire Council (SLC) was involved in the production of the Clyde & Loch Lomond and Tweed LFRMPs. Through the process of developing these plans a National Flood Risk Assessment identified the areas at risk of coastal flooding, and then objectives and actions were included in the Plans for Responsible Authorities to undertake in order to improve the current situation. | Due to the location of South Lanarkshire, no coastal flooding occurs within our area. SLC therefore has no objectives or actions relating to coastal flooding within any LFRMP |
| N1-10 | South Lanarkshire Council have been involved in the production and the ongoing updating of the Scottish Detailed River Network (SDRN), and in complying with our duty under the Flood Risk Management (FRM) Act we use this dataset within our asset management database to assess and maintain waterbodies. We also have access to the LiDAR (Light Detection And Ranging) dataset which is regularly utilised during the catchment analysis stage in the production of Flood Studies. | Through the Society of Chief Officers in Transportation in Scotland (SCOTS), SLC officers are involved in the production, review and/or usage of datasets being developed within the FRM field. All available datasets are integrated within our asset management system and are used as required to feed into the work we undertake to meet our duties under the FRM Act. |

Objective N2 - Natural Environment
Support a healthy and diverse natural environment with capacity to adapt.

| Policy / Proposal reference | Delivery progress made | Comments |
|------------------------------------|--|---|
| N2-2 | A qualitative audit of SLC urban greenspace was carried out (summer 2015) with Glasgow & Clyde Valley Green Network Partnership. This information will be used in the development of the Open Space Strategy | This assessment scores sites on criteria including Access, Infrastructure, Management and Biodiversity. The report gives a score for each site based on desktop and field surveys. |
| | SL Biodiversity Partnership Habitat Networks sub group. | Organisations include: Scottish Natural Heritage (SNH), Clyde and Avon Valley Landscape Partnership (CAVLP), Central Scotland Green Network Trust. Looking at various habitat networks e.g. woodlands, wetlands, neutral grassland and how they can be improved. |
| | The Council's Local Development Plan, adopted in June 2016, includes a policy which requires development proposals to safeguard the local green network, which has been identified on the proposals map – and to identify opportunities for the enhancement or extension of the green network. | This policy is used to assess development proposals; and is supported by Supplementary Guidance, on green networks and greenspaces. This specifies the development principles to be considered in respect of proposals within the green network. |
| N2-3 | Removal of conifer plantation at Chatelherault Country Park (Clyde Valley Woodlands NNR) | The long term restoration of this PAWS (Plantations on Ancient Woodland Sites) is due to the risk of wind throw of these ageing trees. The end result will be mixed age woodland of native species with a ground flora and shrub layer. This will benefit biodiversity, improve the woodland network, and reduce the likelihood of soil erosion. This land is managed by SLC and South Lanarkshire Leisure and Culture (SLLC). External partners include SNH, Scottish Wildlife Trust and Forestry Commission. There have been various public consultations to gather information and raise awareness for the Long Term Forest Plan. Public meetings were held (March 2016) and information displayed in the Visitor Centre. |
| | Removal of conifer plantation at Mauldslie Woods (Clyde Valley Woodlands NNR) | A Woodland Management Plan was written in 2015. There has been engagement with the local community, particularly a local mountain bike group who has received training regarding making improvements on site. Conifer trees were removed in 2018. |
| N2-6 | Biodiversity assets developed for use by Planning | This approach allows for an assessment of the ecological value of a site at a local level – it aims to protect non designated sites such as bogs. |
| | Review of South Lanarkshire Biodiversity Strategy (SLBS) and Biodiversity Duty Implementation Plan (BDIP) | These documents are underpinned by the ecosystem approach to conservation. Work is progressing towards the creation of the new SLBS and BDIP |

| Policy / Proposal reference | Delivery progress made | Comments |
|-----------------------------|---|--|
| N2-7 | SLC carries out INNS chemical control at various sites Countryside and Greenspace is focusing on containing spread of Invasive non-native species (INNS) at key sites | Work with volunteers in response to specific issues raised at sites to control INNS with the general aim of controlling the most upstream occurrences of riparian INNS growth, and keeping plants within this recontamination corridor. Some concentrated control where volunteers are working on site e.g. Himalayan balsam control at South Haugh |
| N2-11 | Biodiversity assets developed for use by Planning LDP Supplementary guidance on the Built and Natural Environment Local Nature Conservation Sites (LNCS) system under review Local Nature Reserves (LNR) project planning | This approach allows for an assessment of the ecological value of a site at a local level – it aims to protect non designated sites such as bogs. LNCS and criteria for their selection are under review. The creation of new LNRs is under consideration. Potential sites were consulted on as part of the Main Issues Report of the Local Development Plan |
| N2-20 | The first cycle of Local Flood Risk Management Plans (LFRMPs) were published in June 2016. SLC were involved in the production of the Clyde & Loch Lomond and Tweed LFRMPs. Through the process of developing these plans a National Flood Risk Assessment identified the areas at risk of coastal flooding, and then objectives and actions were included in the Plans for Responsible Authorities to undertake in order to improve the current situation. | Due to the location of South Lanarkshire, there are no coastal areas within the Council area. SLC therefore has no objectives or actions relating to the assessment or management of coasts within any LFRMP. |

Objective N3 - Natural Environment

Sustain and enhance the benefits, goods and services that the natural environment provides.

No policies applicable to South Lanarkshire Council

Objective B1 - Buildings and infrastructure networks**Understand the effects of climate change and their impacts on buildings and infrastructure networks.**

| Policy / Proposal reference | Delivery progress made | Comments |
|------------------------------------|---|--|
| B1-13 | The first cycle of LFRMPs were published in June 2016. SLC were involved in the production of the Clyde & Loch Lomond and Tweed LFRMPs. Through the process of developing these plans a National Flood Risk Assessment identified the areas at risk of flooding, and then objectives and actions were included in the Plans for Responsible Authorities to undertake in order to improve the current situation | The actions assigned to SLC include the production of four Flood Protection Studies and 5 Surface Water Management Plans. SLC are currently working through a programme of delivering these projects in advance of the deadline for the completion for these projects of 2021. The effects of climate change upon future flood levels, and the resultants impact upon building and infrastructure networks, will be considered in each of these projects |
| B1-19 | <p>The first cycle of Local Flood Risk Management Plans were published in June 2016, and through the process of developing these plans a National Flood Risk Assessment identified the areas at risk of surface water flooding. Actions were then assigned to Responsible Authorities to produce Surface Water Management Plans (SWMP) for the locations assessed with the highest Annual Average Damages due to flooding. SLC are progressing five SWMPs which are programmed to be complete by 2021.</p> <p>Renewal of schools estate include Sustainable Urban Drainage Systems</p> <p>SUDS are a legal requirement for almost all new developments in Scotland. Through the Council's Planning and Development Management process, SUDS require to be implemented to reduce surface water flooding, improve water quality and provide amenity and biodiversity opportunities.</p> | <p>SWMPs are being taken forward for East Kilbride, Hamilton, Halfway, Eastfield and Muirbank areas within South Lanarkshire. To produce SWMPs a model will be created of the sewer and road drainage networks to identify the areas at risk, depth of flooding and predicted damages etc for a variety of rainfall events. A range of potential options to improve the current situation and to combat the predicted effects of climate change will then be developed and prioritised for possible inclusion in future works programmes.</p> <p>Building designers, property developers and engineering consultants liaise closely with the Council's Flood Risk Management team on Flood Risk Assessments and the design of sustainable drainage systems</p> |

Objective B2 - Buildings and infrastructure networks**Provide the knowledge, skills and tools to manage climate change impacts on buildings and infrastructure**

| | | |
|------|---|--|
| B2-2 | South Lanarkshire's Local Development Plan and supplementary guidance on sustainable development and climate change includes guidance on SuDS in new developments | SuDs and permeable ground surfaces are a requirement for all new developments in South Lanarkshire |
|------|---|--|

Objective B3 - Buildings and infrastructure networks**Increase the resilience of buildings and infrastructure networks to sustain and enhance the benefits and services provided**

| Policy / Proposal | Delivery progress made | Comments |
|--------------------------|---|---|
| B3-2 | The Council's Local Development Plan, adopted in June 2016, includes a policy which states that 'any development proposals which will have a significant adverse impact on the water environment will not be permitted'; and that any development where flood risk cannot be appropriately managed to prevent a significant adverse increase in flood risk will not be permitted. | The policy is used to assess development proposals; and is supported by Supplementary Guidance on Sustainable Development and Climate Change which protects the flood plain and requires the use of appropriately designed sustainable drainage systems. |
| B3-3 | The Council's Local Development Plan, adopted in June 2016, includes a policy which states that proposals for new development must where possible seek to minimise and mitigate against the effects of climate change. | This policy is used to assess development proposals and is supported by Supplementary Guidance on Sustainable Development and Climate Change. The aim of the supplementary Guidance is to consider the policy direction and criteria that will be used by the Council to address climate change issues. |
| | The Planning Service in co-operation with Countryside and Greening is progressing an opportunity prepare an Open Space Strategy in partnership with the Glasgow & Clyde Valley Green Network Partnership. | The Supplementary Guidance, on green networks and greenspaces points to the need for new developments to create and enhance links to greenspace and established green networks. |
| | The flooding policy in the Council's Local Development Plan states that any development where flood risk cannot be appropriately managed to prevent a significant adverse increase in flood risk on the site or elsewhere will not be permitted. | The Council's Supplementary Guidance supports this policy and notes that development proposals which have a detrimental impact on the functional floodplain will not be supported. |
| B3-8 | 100% of our non-exempt housing stock meets SHQS standard. | This is now measured using EESSH. See policy for EESSH status for council housing stock. |
| B3-13 | The Council was consulted by SEPA on parts of the second RBMP covering 2015-2027, which was published in December 2015. SLC provide advice to SEPA as required on the viability of potential enhancements, and the projects being taken forward under the FRM Act are also assessed on the potential to provide multiple benefits in-line with the aspirations of the RBMP. | |

Objective S1 – Society**Understand the effects of climate change and their impacts on people, homes and communities.**

No policies applicable to South Lanarkshire Council

Objective S2 – Society

Increase the awareness of the impacts of climate change to enable people to adapt to future extreme weather events.

| Policy / Proposal | Delivery progress made | Comments |
|-------------------|--|----------|
| S2-1 | The Tackling Inequalities and Poverty Strategic Board are one of the seven Thematic Working Groups within the Community Planning Partnership for South Lanarkshire. The thematic group has a sub-group called the Financial Inclusion Network who work together on issues relating to Money; Food, Clothing and Household Goods; Digital Inclusion; and Fuel Poverty | |
| S2-2 | All new domestic properties are built to the 'silver standard' of building regulations and 100% of our non-exempted housing stock meets SHQS. | |

4(e) What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

The Council's revised sustainable development and climate change strategy 2017-2022 reflects action needed to address risks and opportunities

The Council's top risks, which include 'Climate change and adverse weather', are reviewed annually at 30th June.

The local development plan is due for renewal in 2019; consultation on the next plan has already started. This will include a review of the supplementary guidance including the one on sustainable development and climate change. Climate change mitigation and adaptation are key themes throughout the current plan and it is envisaged that this will be the case for the future plan.

The new Biodiversity strategy and action plan have been developed and are awaiting final approval from the Executive Committee. The Biodiversity Strategy is reviewed every five years and the BDIP every three years. Action planning takes places on a rolling programme and kept under continual review. The South Lanarkshire Biodiversity Partnership meets up to two times per year, but the project development is largely driven by subgroups that meet more regularly.

The first cycle of Local Flood Risk Management Plans (LFRMP), which were published in 2016, are scheduled to undergo a mid-term review in 2019 before being updated in 2022. The monitoring of weather patterns, including rainfall statistics, continues to be carried out to help inform how the Council allocates resources and tracks the observed effects of climate change.

The actions for the Council in the current cycle of LFRMPs includes the production of four Flood Protection Studies and 5 Surface Water Management Plans. The Council are currently working through a programme of delivering these projects and the effects of climate change upon future flood levels, and the resultant impacts upon building and infrastructure networks etc, will be considered in each of these projects.

In addition to our own arrangements, the Climate Ready Clyde partnership will launch the risk and opportunity assessment for the Glasgow City Region, in October 2018. This will help provide context for our own risk management approaches.

4(f) What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

South Lanarkshire's State of the Environment Report provides data that facilitates the monitoring and evaluation of a range of environmental issues - such as Biodiversity, Soil, and Water - where climate change adaptation action has been undertaken. Link:

<http://www.southlanarkshire.gov.uk/downloads/file/12297/south-lanarkshire-state-of-the-environment-report-2017>

The Council's performance management system IMPROVe is used to monitor and report actions and measures within Resource Plans and the Sustainable Development Strategy (SDS). The SDS includes adaptation actions such as biodiversity, greenspace and flood risk management which are captured and reported through IMPROVe.

SEPA are preparing indicators following the publication of the first cycle of LFRMPs; when these are made available they can be fed into the mid-term review of Plans. The indicators may include: community facilities, businesses, roads and railways, agricultural land and forestry areas, natural and cultural heritage sites. Surface Water Management Plans (SWMP) have been developed for the locations assessed with the highest Annual Average Damages due to surface water flooding. The actions in the SWMP are monitored and evaluated with an expected reduction in damages due to flooding in these areas.

Restructured woodland at Chatelherault and Mauldslee Woods (Clyde Valley Woodlands National Nature Reserve), and other sites like Greenhall and Trough Linn, will be monitored for regeneration of woodland, density and species composition.

The Single Outcome Agreement action plan includes indicators in relation to flood risk management and the number of properties at risk of flooding.

The development of the regional adaptation strategy and action plan, through Climate Ready Clyde, will include monitoring and evaluation arrangements.

4(g) What are the body's top 5 priorities for the year ahead in relation to climate change adaptation?

Provide a summary of the areas and activities of focus for the year ahead.

1. Following the launch of Climate Ready Clyde's risk assessment for the Glasgow City Region, organise a Council-wide event which includes relevant Service managers and elected members to raise awareness of the risks and opportunities identified and how these will impact service delivery and local communities
2. Continued Involvement in the 'Impact, Influence and Engagement' sub-group of Climate Ready Clyde.
3. Improve internal communications and capacity building for climate change adaptation.
4. Analyse the data from the climate justice mapping tool to help identify those who are most vulnerable to future social flood risk within South Lanarkshire.
5. Further embed climate change adaptation action in Council plans, policies and strategies.

4(h) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaptation.

South Lanarkshire Council is a member of the Climate Ready Clyde partnership. Climate Ready Clyde, is a three-year partnership initiative to develop a comprehensive adaptation strategy and action plan for the Glasgow City Region. It is funded by 11 partners, in recognition that a strategic, collaborative approach to adaptation is essential for the economic, social and environmental success of the City Region. The broad process being followed to develop the strategy and action plan is as follows:-

1. Assess risks and opportunities
2. Develop strategy and action plan
3. Delivery
4. Monitor, review and evaluate

Alongside this core work, the Climate Ready Clyde Board is also working on technical support, capacity building and climate leadership.

Part 5: Procurement

5(a) How have procurement policies contributed to compliance with climate change duties?

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

The Procurement Strategy covers the period 2017 to 2020. The strategy makes an important contribution to the Council's sustainable development aims and the climate change duties and has an action plan will help deliver on these aims. The strategy includes the following content:-

- **Defining the supply need:** Promote local economic inclusion and opportunities for local businesses; Environmental considerations will be part of procurement evaluations in processes and contracts; raising staff awareness to help embed sustainability in all procurements undertaken; consider evaluation criteria appropriate to the nature of the contract to further environmental objectives.
- **Sourcing:** The council has made use and increased the use of electronic tendering systems reducing and eliminating where possible the use of paper based tender processes.
- **Collaboration:** To ensure collaboration is consistently considered for all procurement activities, in order to share best practice and share benefits.
- **Sustainable Procurement and Community Benefits:** To maximise sustainable opportunities from its procurement activities; To identify, collate, monitor and report on all compliance with the sustainable procurement duty; to ensure that all key council environmental strategies consider and reflect the aims and obligations of the Procurement Strategy; to embed sustainable procurement in our procurement processes.

The Council has a sustainable procurement policy, which has been in place since 2009. The policy is currently being updated to reflect the introduction of the sustainable procurement duty. The updated policy will be taken to the Corporate Management Team for approval late 2018.

Since introducing the sustainable procurement policy sustainability and climate change considerations have been further embedded in the procurement process both at sourcing and tender evaluation stage. Sustainability testing is now a requirement in the corporate sourcing methodology allowing for climate change and sustainability to be considered when compiling tender specifications and when designing qualification and technical questions, responses are scored and weighted.

The following environmental elements are considered in the procurement process:-

- Waste minimisation and disposal
- Energy Efficiency
- Water consumption
- Fuel consumption
- Biodiversity
- Environmental Improvement
- Environmental Education

The policy has also raised awareness of resource efficiency within procurement services with the introduction of an invoice reduction programme and reduced deliveries across Resources. These actions will help reduce carbon emissions and miles travelled across the Council.

5(b) How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

The procurement network - which is a cross-resource group - helps to further embed sustainability considerations within the Council's procurement process. The group were involved in arranging Sustainability Procurement training which took place in November 2017 for appropriate Resource personnel, which included whole-life costing and environmental considerations when specifying requirements.

The Central Procurement Team have been involved in a number of projects/initiatives during 2017/18 that contributed to compliance of the climate change duties, these included:

- The introduction of the new Sourcing Strategy with more focus and consideration on alternative sustainable sources of supply
- The invoicing project roll-out continued during 2017/18 reducing paper invoices by over 46,000
- The review of workforce scheduling software to reduce paperwork and automate workforce solution
- Increased the use of online transactional forms will reduce the need for paperwork
- Enforcing the rejection of hard copy catalogue, Increased use of webshops rather than catalogues
- Support the reduction of single-use plastics across the Council

Information on Environmental Management is included as part of the European Single Procurement Document (ESPD). An example of this is in the recent furniture contract where bidders were asked to provide information on the following:

- Details of how they currently source timber products, plastics, padding materials and textiles used.
- Details of the recycled content across their range of products.
- How they will dispose of packaging ensuring disposal that it is carried out in an environmentally friendly manner and in accordance with current legislation.
- Details of any measures used to reduce vehicle emissions.
- Details of any environmental standards that your organisation holds e.g. ISO 140001 Environmental Management System.
- Any other environmental measures you propose to use when performing the contract

Procurement at individual Resource level also contributes to compliance with the climate change duties. Examples include the recent contracts for the construction of the Cathkin relief road and tender the A726 Greenhills Road to Strathaven Road. Through the procurement process the contract included reuse of existing materials from the site, inclusion of a sustainable urban drainage system, LED street lighting, and anti-skid surfacing product which has an 8 year minimum design life compared to the 2-4 year life the previous resin used, thus removing the need to replace materials as often and reducing the associated traffic and fuel use involved.

5(c) Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

The formation of a new Procurement Network, including representation across all Resources including Sustainability and Economic Development teams, ensure that community and environmental benefits are considered in our procurement processes.

Part 6: Validation and declaration

6(a) Internal validation process

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

The data in this report is reviewed internally through bi-annual submission to the Corporate Management Team, Sustainable Development Member Officer Working Group and Executive Committee.

Through the CCAT self-evaluation an action for Finance and Corporate Resources to carry out an internal audit of the annual climate change duties report was agreed. This audit has been carried out during 2017/18 and will be carried out annually. Findings of the audit have been included in this report.

An evidence pack is also prepared as part of this report which is also audited by Internal Audit.

This report has been reviewed by the Corporate Management Team, Sustainable Development Member Officer Working Group and Executive Committee.

6(b) Peer validation process

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

For 2018/19 internal audit will carry out a peer audit with local authorities that come under the same 'family group' as South Lanarkshire for sustainability.

6(c) External validation process

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

Portions of the data and information used are reported and audited externally e.g. energy use within building and street lighting for CRC purposes, and waste figures by SEPA.

6(d) No validation process

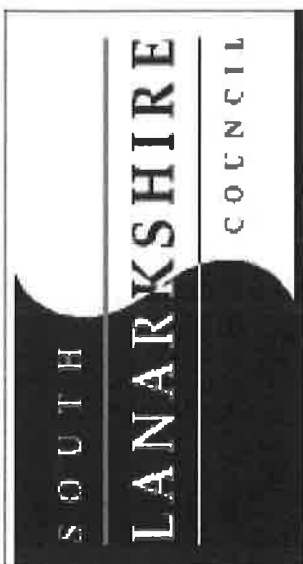
If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

N/A

6e - Declaration

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

| Name | Role in the body | Date |
|-----------------|--|-------------|
| Michael McGlynn | Executive Director of Community and Enterprise Resources | 2018 |



Public Sector Climate Change Duties 2018 Summary Report: South Lanarkshire Council

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

Phone 0303 123 1015

Email equalities@southlanarkshire.gov.uk

OTHER NOTABLE REPORTABLE ACTIVITY

Q1 Historic Emissions (Local Authorities only)

Please indicate emission amounts and unit of measurement (e.g. tCO2e) and years. Please provide information on the following components using data from the links provided below. Please use (1) as the default unless targets and actions relate to (2).

(1) UK local and regional CO2 emissions (emissions within the scope of influence of local authorities):

[illegible]

Q2a – Targets

Please detail your wider influence targets

| Sector | Description | Type of Target (units) | Baseline value year | Target saving | Target / End Year | Saving in latest year measured | Latest year measured | Latest Comments |
|---------------------------|--|------------------------|---------------------|---------------|-------------------|--------------------------------|----------------------|---|
| Waste | 50% recycling/composting for all household waste | Other | 39.7 2013-14 | 50 | 2019-2020 | 44.30 | 2017-2018 | Contained within The Council Plan Connect 2017-2022. Measure values are given as % of household waste recycled / composted |
| Energy Efficiency | Registered landlords and local authorities to achieve the energy efficiency standard for social housing (EESH) by 2020 | Other | 82.4 2016 | 100 | 2020 | 89.60 | 2017-18 | Contained within South Lanarkshire's Local Housing Strategy. Measure values are given as % of non-exempt council housing stock that meet EESH |
| Transport | Percentage driver journeys delayed due to congestion. | Other | 11.5 2009 | 11 | 2023 | 18.6 | 2016 | Contained within the State of Environment Report update 2017. Measure values are given as % of journeys delayed due to congestion. The percentage of journeys delayed by traffic congestion in South Lanarkshire has increased by +7.1%, from 11.5% in 2009, to 18.6% in 2016. The Road Traffic Reduction Act 1997 requires councils to monitor traffic growth, assess current traffic levels, forecast future trends in traffic growth and set targets to reduce growth in the future. By reducing congestion, journey times are reduced, thus reducing emissions. Monitored via automatic traffic counters at strategic locations. |
| Transport (active travel) | Local Transport Strategy - policy 36: The Council will contribute towards the achievement of the national cycling target of 10% of all trips being made by bike by the year 2020 | Other | 0.8 2010 | 10 | 2020 | <0.5 | 2017 | Measure values are given as % of journeys made by bike The Scottish Governments "Cycling Action Plan for Scotland" sets out the vision that by 2020 10% of everyday journeys will be by bike. |

| | | | |
|---|------------------------------------|---|--|
| Air Quality | Air Quality Objectives in Scotland | Other Micrograms per cubic meter µg.m-3 | <p>Air Quality improvements in levels of particulate matter and nitrogen dioxide. Particulate Matter annual mean of 18 micrograms / cubic metre. Nitrogen Dioxide annual mean of 40 micrograms / cubic metre. This is a Scottish objective that the Council works towards achieving.</p> <p>All annual mean NO2 concentrations measured at the seven automatic monitoring sites within South Lanarkshire were below the annual mean objective during 2017. The last five years' measurements indicate a downward trend in measured NO2 concentrations at all of the automatic sites, especially since 2016. Exceedance of the NO2 annual mean objective were measured at two diffusion tube sites at Low Patrick Street, Hamilton and 233 Glasgow Road, Blantyre. Further review of this data has indicated that air quality objectives are unlikely to be exceeded at relevant exposure within Low Patrick Street. A detailed assessment has been undertaken for Blantyre and the conclusions are that air quality objectives are being exceeded and therefore the local authority will proceed to declaration of an air quality management area for this locality.</p> <p>The 18 µg.m-3 Scottish PM10 annual mean objective was not exceeded at any automatic site in 2017. Measured concentrations across the seven PM10 analysers sites in South Lanarkshire ranged from 10 to 13 µg.m-3.</p> <p>Measured PM10 concentration were higher in 2017 when compared to 2016 at the Uddingston site. Measured concentrations were lower at Rutherglen, Whirlies East Kilbride, Lanark, Cambuslang and Raith Interchange 2 automatic sites. Concentrations at the Hamilton site were lower in 2017 than 2015 but was not measured in 2016.</p> <p>PM2.5 concentrations were measured at six of the automatic sites. The only site which did not measure PM2.5 is Raith Interchange 2 which has subsequently been upgraded for 2018. No exceedance of the Scottish PM2.5 annual mean objective of 10 µg.m-3 were measured.</p> |
| Q2b) Does the Organisation have an overall mission statement, strategies, plans or policies outlining ambition to influence emissions beyond your corporate boundaries? If so, please detail this in the box below. | | | |
| The Council Plan 'Connect 2017-2022' The Council Plan: 'Connect 2017-2022' Sustainable Development and Climate Change Strategy Sustainable Development and Climate Change Strategy 2017-2022 Local Housing Strategy <u>Local Housing Strategy 2017-2022</u> Local Transport Strategy <u>Local Transport Strategy</u> | | | |

Q3) Policies and Actions to Reduce Emissions

| Sector | Start year of policy/ action implemented | Annual saving once fully implemented (tCO2) | Latest Year measured | Saving in latest year measured (tCO2) | Status of policy or action (Proposed/ Budget/Secured/ In implementation/ Complete) | Metric / indicators for monitoring progress | Please give further details of this behaviour change activity | Value of Investment (£) | Ongoing Costs (£/ year) | Primary Funding Source of Policy/ Action | Comments |
|-------------|---|---|-------------------------|--|--|---|--|----------------------------|----------------------------|--|---|
| | | | | | | | | | | | |
| Electricity | 2015 | 1560 | 2018 | 1560 | Complete | Carbon emissions (tonnes). SAP rating in codeman asset management system | Residential - heating system upgrades. The annual Housing Investment Programme is designed to bring all Council homes up to the Energy efficiency Standard for Social Housing (EESHS) by 2020 | | | Housing Revenue Account | Carbon emission reductions are calculated for new heating systems conversions based on independent consumer trials carried out by Energy Saving Trust (Source: Feb 2013 www.energysavingtrust.org.uk) ASHP installation programme started in 2013/14 and as of 31/03/2018, 1,518 council homes have ASHP installed |
| Electricity | 2015 | 137 | 2018 | 18.5 | In Implementation | Carbon emissions (tonnes). SAP rating in codeman asset management system | Residential - Renewable photovoltaics | | | Housing Revenue Account | 225 council homes are equipped with solar PV, including new build homes. 48 homes have solar thermal heating. |
| Buildings | 2015 | 2576 | 2017 | 253 | In Implementation | Carbon emissions (tonnes). SAP rating in codeman asset management system | Residential - Council housing investment programme for insulation and HEEPS invest in hard to treat owner occupied properties | | | Housing Revenue Account / HEEPS | The annual Housing Investment Programme is designed to bring all Council homes up to the Energy efficiency Standard for Social Housing (EESHS) by 2020. In 2016/17, 1,394 installations for improved insulation, windows and doors, were completed for council and owner occupier homes, including providing 200 hard to treat homes with external wall insulation. |

| Sector | Start year of policy/ action implemented | Annual saving once fully implemented (tCO2) | Latest Year measured | Saving in latest year measured (tCO2) | Status of policy or action (Proposed/ Budget/Secured/ In implementation/ Complete) | Metric / indicators for monitoring progress | Please give further details of this behaviour change activity | Value of Investment (£) | Ongoing Costs (£/year) | Primary Funding Source of Policy/ Action | Comments |
|-----------------------------------|---|---|-------------------------|--|--|---|--|----------------------------|---|--|--|
| Buildings | 2015 | 12300 | 2017 | 3272 | In Implementation | Carbon emissions (tonnes). SAP rating in codeman asset management system | Residential - Energy efficiency heating systems | | | Housing Revenue Account | The annual Housing Investment Programme is designed to bring all Council homes up to the Energy efficiency Standard for Social Housing (ESSH) by 2020. In 2016/17, as well as provided air source heat pumps for off-gas grid properties, 2,277 council homes were provided with upgraded heating systems. |
| Land Use, Change & Forestry | 2017 | | | | In Implementation | | | | | | On-going project over a number of sites to enhance native broadleaf woodland including the removal of plantation conifers where required. Improving carbon sequestration capability and biodiversity |
| Transport | 2013 | | | | In Implementation | Air Quality Management Area (AQMA) have been declared in East Kilbride, Rutherglen and Lanark. The primary cause of poor air quality at the 'hotspots' is road traffic emissions. Over a number of years the Council has not only worked with partners, such as Strathclyde Partnership for Transport, to deliver projects which contribute towards the congestion targets of the South Lanarkshire Council Single Outcome Agreement, but has also acquired Scottish Government Air Quality Management Fund grants to fund these projects. The grants have also been used to co-fund behaviour change initiatives, such as Smarter Choices Smarter Places, which have had a focus on AQMAs and also the wider South Lanarkshire area. This work will continue, subject to securing appropriate funding in the future. | | | The Council's Local Transport Strategy states that "Action Plan measures which been identified through the Air Quality Steering Group, in an attempt to reduce road transport pollution around the Whirlies AQMA in East Kilbride, will be monitored and evaluated to determine their impact on air quality at the AQMA" (Local Transport Action 36). Local Transport Policy 44: In relation to Air Quality the Council will continue to monitor and work to meet statutory requirements as appropriate. Local Transport Policy 45: In relation to Air Quality the Council will continue to integrate air quality considerations into its strategic policies and plans. | | |

| Sector | Start year of policy/ action implemented | Annual saving once fully implemented (tCO2) | Latest Year measured | Saving in latest year measured (tCO2) | Status of policy or action (Proposed/ Budget/Secured/ In implementation/ Complete) | Metric / indicators for monitoring progress | Please give further details of this behaviour change activity | Value of Investment (£) | Ongoing Costs (£/ year) | Primary Funding Source of Policy/ Action | Comments |
|-----------|---|---|-------------------------|--|--|--|---|----------------------------|----------------------------|--|---|
| | | | | | | | | | | | |
| Transport | 2017 | | | | Complete, but continuing year on year | Km of cycle network available, No. of parking facilities, trend recorded on cycle counters | East Kilbride Cycle Network Phase 3 ~ Continuation of the works commenced previous year | £172k | | Strathclyde Partnership for Transport | Infrastructure improvements to cycle paths and crossings |
| Transport | 2017 | | | | Complete, but continuing year on year | No. of parking facilities for bicycles | Cycle Shelters in Schools | £9k | | Sustrans | Infrastructure improvements in approx 6 schools |
| Transport | 2017 | | | | Complete | Km of cycle network available, No. of parking facilities, trend recorded on cycle counters | National Cycle Network Route 74 | £75k | | Sustrans | Infrastructure improvements to the route |
| Transport | 2017 | | | | Complete | Km of cycle network available, No. of parking facilities, trend recorded on cycle counters | Hamilton Cycle Network | £15k | | Strathclyde Partnership for Transport | Feasibility and design of a new network |
| Transport | 2017 | | | | Complete, but continuing year on year | No. of parking facilities | Cycle parking in town centres | £26k | | Air Quality Management Fund Strathclyde Partnership for Transport | Infrastructure improvements for bicycle parking/shelters in town centres and on the national cycle route |
| Transport | 2017 | | | | Complete, but continuing year on year | No. of counters installed | Pedestrian and cycle counters | £9k | | Air Quality Management Fund Strathclyde Partnership for Transport | Installation of pedestrian and cycle counters on various cycle routes |

| Sector | Start year of policy/ action implemented | Annual saving once fully implemented (tCO2) | Latest Year measured | Saving in latest year measured (tCO2) | Status of policy or action (Proposed/ Budget/Secured/ In implementation/ Complete) | Metric / indicators for monitoring progress | Please give further details of this behaviour change activity | Value of Investment (£) | Ongoing Costs (£/ year) | Primary Funding Source of Policy/ Action | Comments |
|-----------|---|---|-------------------------|--|--|---|--|----------------------------|----------------------------|--|---|
| Transport | 2014 | | | | Complete | Number of fleet operators accredited through the scheme There are now 149 scheme members, The fleet scheme covers 6,903 vehicles which regularly operate in the South Lanarkshire Council area. | | | 19,000 | Scottish Government Air Quality Action Plan Grant | Investment is ongoing and covers training, fleet assessment, road map creation for fleet improvement action planning, workshops. Eco Stars fleet recognition scheme for all businesses that operate fleet passing through South Lanarkshire |
| Transport | 2014 | | | | In Implementation | | | | 20,000 | Scottish Government Air Quality Action Plan Grant; Smarter Choices, Smarter Places (Paths for All). Project will be continue subject to funding | Publicity campaign to promote walking and cycling as active travel options; cycle shelters; cycle route creation and improvement; cycle friendly employer (cycle to work scheme and essential skills training). |

| Sector | Start year of policy/ action implemented | Annual saving once fully implemented (tCO2) | Latest Year measured | Saving in latest year measured (tCO2) | Status of policy or action (Proposed/ Budget/Secured/ In implementation/ Complete) | Metric / indicators for monitoring progress | Please give further details of this behaviour change activity | Value of Investment (£) | Ongoing Costs (£/year) | Primary Funding Source of Policy/ Action | Comments |
|-----------|---|---|-------------------------|--|--|---|--|----------------------------|---------------------------|---|--|
| | | | | | | | | | | | |
| Transport | 2014 | | | | In Implementation | Focused air quality workshops delivered to schools promoting active travel | 28 schools received air quality and active travel workshops. In total 87 workshops were delivered to 2,100 pupils. Hands up survey reported a 3.6% fall in numbers being driven to school gates with an increase of park and stride by 2.3%. | | 40,000 | Scottish Government Air Quality Action Plan Grant; Smarter Choices, Smarter Places (Paths for All). Project will be ongoing - funding dependent | Also undertook High school project on active, sustainable travel planning with High school resource developed for wider delivery of the workshops |
| Transport | 2013 | | | | In Implementation | | Vehicle Emission Testing for the general public and engine idling campaign at schools during afternoon pick-up | | 20,000 | Scottish Government Air Quality Action Plan Grant | Project will be ongoing annually subject to funding. |
| Transport | 2016 | | | | | A bike hire feasibility study was undertaken for the Rutherglen and East Kilbride areas. this study supported further investigation of a bike hire scheme within the Rutherglen area. | | | 20,000 | Study carried out by Ansons Consulting Funded through Air Quality Action Plan Grant Fund | Subsequent to the study, application has now been made to the Energy Savings Trust to pilot an ebike hire scheme within the Rutherglen area. If successful the grant would allow Active Schools Coordinators to utilise electric bikes and electric cargo bikes as a means of transport to and from schools. In addition it is hoped that the project will allow the |

| Key Action Type | Description | Action | Organisation's project role n) | Lead Organisation | Private, Public and 3rd Sector Partners | Outputs | Comments |
|---------------------|--|-----------------------------------|--------------------------------|-------------------|--|---|---|
| Partnership Working | South Lanarkshire Biodiversity Partnership | Multi organisation Communications | Lead | | Butterfly Conservation Scotland, Central Scotland Green Network Trust, Clyde and Avon Valley Landscape Partnership, Clyde River Foundation, Forestry Commission Scotland, Glasgow and Clyde Valley Green Network, Hamilton Natural History Society, North Lanarkshire Council, Royal Society for the Protection of Birds, Scottish Environment Protection Agency, Scottish Natural Heritage, Scottish Wildlife Trust | Coordinate delivery of actions in the Biodiversity Strategy | Supported by five sub-groups: peatlands and wetlands; invasive, non-native species; people and nature; ecological networks; vacant and derelict land. |
| Partnership Working | Lanarkshire Greenspace Health Partnership | Multi organisation Communications | Participant | NHS Lanarkshire | NHS Lanarkshire, SLC, NLC, Leisure Trusts, VASLan, VANL, SNH, Paths to Health | Promote and coordinate links between healthy, accessible and sustainable open space and public health and wellbeing | |

| Key Action Type | Description | Action | Organisation's project role n) | Lead Organisation | Private, Public and 3rd Sector Partners | Outputs | Comments |
|---------------------|---|-----------------------------------|--------------------------------|-------------------|---|---|--|
| Partnership Working | South Lanarkshire Outdoor Access Forum | Multi organisation Communications | Lead | | ScotWays, Community Councils, SL Horse and Pony Access Group, Cycling UK, Forestry Commission, Sustrans, Adventure Central, National Farmers Union Scotland, Biggar, Ramblers, Whitelee Access Officer, Get Walking Lanarkshire | Discuss and resolve access projects and issues. Core path planning | |
| Partnership Working | South Lanarkshire Cycling Partnership | Multi organisation Communications | Lead | | Cycling Scotland; Sustrans; Strathclyde Partnership for Transport; Police Scotland Cycling Uk Strathaven Cycling Group, Go Bike, Camglen Bike Town | Raise the profile of cycling in South Lanarkshire; Identify opportunities and issues at an early stage; Facilitate partnership working; Allow for the integration of the provision of infrastructure and promotion of cycling; Allow for the understanding of what all partners bring to the development of cycling | Actions arising from the Partnership will be implemented through a named lead partner organisation responsible for ensuring compliance with its own relevant procedures and codes of practice. The Partnership will be engaged when new cycling projects and initiatives are in their infancy to aid their development and ensure stakeholder buy in |
| Partnership Working | Clyde and Avon Valley Landscape Partnership | Multi organisation Communications | Lead | | SNH, SLC, NLC, FC, GSGNT, SWT, RSPB, Clydesdale Community Initiatives, New Lanark Conservation Trust, Clyde Valley Orchards Group | Coordinate delivery of a range of landscape, heritage and biodiversity objectives across the Clyde and Avon valleys | Principle funder is Heritage Lottery Fund |

| Key Action Type | Description | Action | Organisation's project role n) | Lead Organisation | Private, Public and 3rd Sector Partners | Outputs | Comments |
|---------------------|--|-----------------------------------|--------------------------------|---|--|---|---|
| Partnership Working | Glasgow and Clyde Valley Green Network Partnership | Multi organisation Communications | Participant | Each partner is represented at senior officer level on the Partnership Board. The Chair of the Partnership Board is the Clydeplan Manager | Eight regional authorities as well as Forestry Commission Scotland, the Scottish Environmental Protection Agency, Scottish Enterprise, Scottish Natural Heritage and the Glasgow Centre for Population Health | Coordinate planning and development of sustainable green infrastructure through Greater Glasgow and Clyde Valley. | Through an enhanced environment the Glasgow & Clyde Valley (GCV) Green Network will transform the lives of 1.8 million people, making the Glasgow City Region a much more vibrant, resilient and successful place. It will provide well-connected, high quality, multi-use greenspaces throughout the region, from cycle paths to allotments, wildlife habitats to rain gardens. The Green Network will provide easy and well-linked access to the outdoors for people of all ages |
| Partnership Working | Climate Ready Clyde | Multi organisation Communications | Participant | Sniffer (on behalf of all members) | East Dunbartonshire Council, West Dunbartonshire Council, Glasgow City Council, North Lanarkshire Council, South Lanarkshire Council, East Renfrewshire Council, SPT, Transport Scotland, University of Glasgow, University of Strathclyde, NHS Greater Glasgow and Clyde, NHS Lanarkshire | Method statement on climate risk and opportunity assessment Draft list of climate risks and opportunities for Glasgow City Region Data, evidence and outputs from risk assessment process | Understanding the collective set of risks and opportunities – including those where there may be impacts on our organisation but that are outside the scope of our control Technical support and capacity building activity for our organisation Leadership on the issue on behalf of all organisations raising profile and understanding and making case for action |

| Key Action Type | Description | Action | Organisation's project role n) | Lead Organisation | Private, Public and 3rd Sector Partners | Outputs | Comments |
|--|--|---|--------------------------------|-------------------|--|---|---|
| Capacity Building (e.g. training and development initiatives) | Community Support | Skills/Capacity Building for environmental volunteers | Lead | | Community groups and volunteers across South Lanarkshire | 4,000 volunteer days a year, various activities | Work with community groups to support their participation and management of local greenspaces |
| Capacity Building (ie. staff training and development initiatives) | The Energy Champions Group - works to target and promote behavioural change across the Council | Behaviour Change | Lead | | | Promotion of energy saving behaviours and reducing energy wastage. | Awareness raising measures regarding reductions in energy usage have contributed to annual reductions of around 2% energy consumption |
| Capacity Building (ie. staff training and development initiatives) | Cycle Friendly Employer | Skills/Capacity Building | Lead | | | Launch of 'Cycle to Work' scheme and essential skills course | |
| Communications | Carbon Corner raises awareness of the projects and initiatives across the Council | Awareness Raising | Lead | | | Regular articles in the staff magazine on sustainability and climate change | |
| Education | Learning About Sustainability in Schools Group | Behaviour Change | Lead | | | Working with schools to further embed sustainability and climate change into the curriculum using the State of the Environment report as a resource | |

OTHER NOTABLE REPORTABLE ACTIVITY

Q5) Please detail key actions relating to Food and Drink, Biodiversity, Water, Procurement and Resource Use in the table below.

| Key Action Type | Key Action Description | Organisation's Project Role | Impacts | Comments |
|-----------------|---|-----------------------------|--|--|
| Biodiversity | Final works completed on rock ramps at Millheugh and Avonmill weirs to allow salmon spawning access to the Avon water catchment | Participant | 200km of salmon spawning grounds opened up in the Avon Water | A flagship partnership project between SEPA, Rivers and Fisheries Trusts Scotland (RAFTS), Heritage Lottery Fund Scotland supported CAVLP, South Lanarkshire Council, Clyde River Foundation, anglers and local communities supported by SEPA's Water Environment Fund and the Heritage Lottery Fund |

Q6) Please use the text box below to detail further climate change related activity that is not noted elsewhere within this reporting template

The East Kilbride Task Force is a public/private sector partnership, which includes South Lanarkshire Council, and works together to attract investment and business to the town and looks for ways to create and secure jobs. A major focus for the task force over the last few years has been developing a low carbon economy strategy to put East Kilbride on the map as a centre for excellence in Scotland.

The culmination of this work is to review and refresh their strategy and action plan to refocus their efforts on low carbon initiatives. The new strategy will be presented at their meeting in late November and if approved will form the basis of their activity throughout 2019 and beyond.

Report

18

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|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Amendments to Membership of Committees and Outside Bodies |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ allow the Committee to consider a number of proposed changes to the membership of Committees and Outside Bodies

2. Recommendation(s)

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

- (1) that Councillor Watson be replaced by Councillor Buchanan as Chair of East Kilbride Area Committee; and
- (2) that Councillor Buchanan be replaced by Councillor Dorman as Deputy Chair of the East Kilbride Area Committee.

3. Background

3.1. Memberships of all Committees were agreed at the meeting of this Committee held on 28 June 2017, with subsequent amendments reported to the Executive Committee/Council since then.

4. Current Position

4.1. An approach has been made by the SNP Group proposing amendments to the Chairmanship and Deputy Chairmanship of the East Kilbride Area Committee as set out in paragraph 2.1.

5. Employee Implications

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

6. Financial Implications

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

7. Other Implications

7.1. There are no issues in terms of risk or sustainability arising from this report.

8. Equality Impact Assessment and Consultation Arrangements

8.1. There was no requirement to undertake an Equality Impact Assessment in terms of this report or carry out a consultation process.

Paul Manning
Executive Director (Finance and Corporate Resources)

9 November 2018

Link(s) to Council Values/Objectives
Accountable, Effective and Efficient

Previous References
Minutes of Executive Committee of 28 June 2017

List of Background Papers
Nil

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
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Administration Manager
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)
E-mail: gordon.bow@southlanarkshire.gov.uk

Report

19

| | |
|------------------|----------------------------|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Chief Executive |

| | |
|----------|--|
| Subject: | Recommendations Referred by Resource Committees |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval of the following recommendations referred to this Committee by the:-
 - ◆ Community and Enterprise Resources Committee of 22 May 2018
 - ◆ Education Resources Committee of 18 September 2018
 - ◆ Social Work Resources Committee of 19 September 2018
 - ◆ Finance and Corporate Resources Committee of 19 September 2018
 - ◆ Community and Enterprise Resources Committee of 30 October 2018

2. Recommendation(s)

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

- (1) that the recommendations referred by the Community and Enterprise Resources Committee in relation to the Biodiversity Strategy and Biodiversity Implementation Plan 2018 to 2022 be approved;
- (2) that the recommendations referred by the Education Resources Committee, the Social Work Resources Committee and the Finance and Corporate Resources Committee in relation to their Resource Plans 2018/2019 be approved; and
- (3) that the recommendations referred by the Community and Enterprise Resources Committee in relation to Renewable Energy Fund and associated Funding Framework be approved.

3. Background

3.1. **Biodiversity Strategy and Biodiversity Implementation Plan 2018 to 2022 – Extract of Minute**

A report dated 30 April 2018 by the Executive Director (Community and Enterprise Resources) was submitted on the development of a new South Lanarkshire Biodiversity Strategy and Biodiversity Implementation Plan for 2018 to 2022.

The South Lanarkshire Biodiversity Strategy was produced on behalf of the South Lanarkshire Biodiversity Partnership and set an agreed framework for furthering the conservation of biodiversity across South Lanarkshire. The delivery of the Biodiversity Strategy was managed and monitored through the Council's Biodiversity Implementation Plan.

The current Biodiversity Strategy and Implementation Plan were due to be refreshed and a new Strategy and Implementation Plan for 2018 to 2022 had been produced. The documents had been circulated for consultation and copies made available in the members' libraries.

The Committee decided: that the South Lanarkshire Biodiversity Strategy and Biodiversity Implementation Plan 2018 to 2022 be endorsed.

The Committee recommended to the Executive Committee: that the South Lanarkshire Biodiversity Strategy and Biodiversity Implementation Plan 2018 to 2022 be approved and published on the Council's website.

[Reference: Minutes of the Executive Committee 7 March 2012 (Paragraph 15)]

3.2. **Education Resources – Resource Plan 2018/2019 – Extract of Minute**

A report dated 29 August 2018 by the Executive Director (Education Resources) was submitted on the Education Resource Plans 2017/2018 and 2018/2019.

Details were provided on:-

- ♦ progress made in implementing the priority projects identified in the Resource Plan 2017/2018, as detailed in the Quarter 4 Progress Report, attached as Appendix 1 to the report
- ♦ the Resource Plan for 2018/2019, attached as Appendix 2 to the report, which outlined the:-
 - ♦ objectives and actions for 2018/2019
 - ♦ capital and revenue resources for 2018/2019
 - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a progress report on actions identified in the 2017/2018 Resource Plan would be submitted to a future meeting of the Committee.

The Committee decided: that the Quarter 4 Progress Report for 2017/2018, attached as Appendix 1 to the report, together with the achievements made by the Service during 2017/2018, be noted

The Committee recommended to the Executive Committee: that the Education Resource Plan for 2018/2019 be approved.

[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 7) and South Lanarkshire Council of 6 December 2017 (Paragraph 3)]

3.3 **Social Work Resources – Resource Plan 2018/2019 – Extract of Minute**

A report dated 30 August 2018 by the Director, Health and Social Care was submitted on the Social Work Resource Plan 2017/2018 and 2018/2019.

Details were provided on:-

- ♦ progress made at the end of quarter 4, covering the period April 2017 to March 2018, in implementing the priority projects identified in the 2017/2018 Resource Plan
- ♦ the Resource Plan for 2018/2019, attached as Appendix 2 to the report, which outlined the:-
 - ♦ objectives and actions for 2018/2019
 - ♦ capital and revenue resources
 - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2018/2019 Resource Plan would be submitted to a future meeting of the Committee.

The Committee decided: that the Quarter 4 Progress Report 2017/2018, attached as Appendix 1 to the report, together with achievements made by the Resource during 2017/2018, be noted.

The Committee recommended to the Executive Committee: that the Social Work Resource Plan for 2018/2019 be approved.

[Reference: Minutes of the Executive Committee of 8 November 2017 (Paragraph 7) and Minutes of 7 February 2018 (Paragraph 6)]

3.4 **Finance and Corporate Resources – Resource Plan 2018/2019 – Extract of Minute**

A report dated 11 September 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the Finance and Corporate Resource Plans for 2017/2018 and 2018/2019.

Details were provided on:-

- ♦ progress made in implementing the priority projects identified in the Resource Plan 2017/2018, as detailed in the Quarter 4 Progress Report, attached as Appendix 1 to the report
- ♦ the Resource Plan for 2018/2019, attached as Appendix 2 to the report, which outlined the:-
 - ♦ objectives and actions for 2018/2019
 - ♦ capital and revenue resources for 2018/2019
 - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2018/2019 Resource Plan would be submitted to a future meeting of the Committee.

The Committee decided: that the Quarter 4 Progress Report for 2017/2018, attached as Appendix 1 to the report, together with the achievements made by the Resource during 2017/2018, be noted.

**The Committee
recommended to the
Executive Committee:**

that the Finance and Corporate Resource Plan for 2018/2019 be approved.

[Reference: Minutes of 7 February 2018 (Paragraph 9)]

3.5 Community and Enterprise Resources – Renewable Energy Fund and Community Benefit Fund - Extract of Minute

A report dated 27 September 2018 by the Executive Director (Community and Enterprise Resources) was submitted on an amendment to the Renewable Energy Fund (REF) Community Benefit Fund and the establishment of a Funding Framework.

The Council had an established mechanism for the collection and distribution of community benefits related to the 31 wind farm developments within South Lanarkshire. However, the development of an approach to neighbourhood planning by addressing inequality in the rural area had been considered.

The purpose of the REF Community Benefit Fund criteria was to:-

- ◆ secure investment, create employment, implement training and promote or secure sustainable development
- ◆ relieve poverty, advance education and other social purposes beneficial to a community
- ◆ preserve, protect or enhance the environment or heritage of Scotland, including any building
- ◆ promote and encourage environmental improvement or enhancement, including the provision or upgrading of infrastructure
- ◆ provide or assist in the provision of facilities for recreation or other leisure time activities

The above purposes were still relevant, however, it was proposed that those be refreshed and set within a new REF Funding Framework which would aim to support community led neighbourhood planning by detailing clear themes and priorities which would provide a basis to assess project funding.

In addition, a Funding Framework, attached as an appendix to the report, had been established which aimed to deliver the following:-

- ◆ improved targeting of funds to areas of need
- ◆ support the development of community led neighbourhood planning and local strategies
- ◆ improved leverage from other funders and additional investment
- ◆ the ability to measure the outcomes and outputs of the investments made against the fund priorities

It was proposed that the:-

- ◆ amendments to the REF Community Benefit Fund, to be effective from 1 April 2019 and as detailed in the report, be approved
- ◆ Funding Framework, detailed in the appendix to the report, be approved

Following discussion in relation to the effective date for implementation of the amendments to the REF Community Benefit Fund, it was agreed that the amendments be implemented with immediate effect.

The Committee decided:

- (1) that the amendments to the REF Community Benefit Fund, as detailed in the report, be endorsed;
- (2) that the establishment of a Funding Framework, as detailed in the appendix to the report, be endorsed; and
- (3) that the amendments to the REF Community Benefit Fund be implemented following approval by the Executive Committee.

The Committee recommended to the Executive Committee: that the REF Community Benefit Fund and Funding Framework be approved

[Reference: Minutes of 13 December 2017 (Paragraph 7)]

4. Employee Implications

- 4.1. All employee implications were highlighted as part of the original reports to Resource Committees.

5. Financial Implications

- 5.1. All financial implications were highlighted as part of the original reports to Resource Committees.

6. Other Implications

- 6.1. Any risks or sustainability issues or other implications were highlighted as part of the original reports to the Resource Committees.

6.2. Links to Original Reports

<..\..\Community and Enterprise Resources\Community and Enterprise\CMiS\180522\South Lanarkshire Biodiversity Strategy and SLC Biodiversity Implementation Plan.doc>

<..\..\Education Resources\Education Resources Committee\CMiS\180918ED\Education Resource Plan Quarter 4 Progress Report 2017-2018 and Education Resource Plan 2018-2019.doc>

<N:\2017-2022\Social Work Resources\Social Work Resources Committee\180919\Social Work Resource Plan - Quarter 4 Progress Report 20172018 and Social Work Resource Plan 20182019.doc>

<N:\2017-2022\Finance and Corporate Resources\Finance and Corporate Resources Committee\CMiS\180919F&C\Finance and Corporate Resource Plan - Quarter 4 Progress Report 2017-18 and.doc>

<N:\2017-2022\Community and Enterprise Resources\Community and Enterprise\CMiS\181030\Renewable Energy Fund-Community Benefit Fund Proposed Update and Amendments.doc>

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. Equality impact assessment and consultation arrangements were highlighted as part of the original reports to the Resource Committees.
- 7.2. There is no requirement to carry out an Equality Impact Assessment or consultation in terms of the proposals contained in this report.

Lindsay Freeland
Chief Executive

5 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective and efficient

Previous References

- ◆ Minutes of Community and Enterprise Resources Committee of 22 May 2018
- ◆ Minutes of Education Resources Committee of 18 September 2018
- ◆ Minutes of Social Work Resources Committee of 19 September 2018
- ◆ Minutes of Finance and Corporate Resources Committee of 19 September 2018
- ◆ Minutes of Community and Enterprise Resources Committee of 30 October 2018

List of Background Papers

- ◆ Individual reports to Resource Committees

Contact for Further Information

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

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Report

20

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|------------------|---|
| Report to: | Executive Committee |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director (Housing and Technical Resources) |

| | |
|----------|---|
| Subject: | Local Housing Strategy (LHS) Annual Review 2017/2018 |
|----------|---|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide Committee with an update on progress during 2017/2018 against delivering the agreed outcomes set out in the five year Local Housing Strategy (LHS) 2017 to 2022

2. Recommendations

2.1. The Committee is asked to approve the following recommendations:-

- (1) that the progress on actions for delivering the agreed LHS priority outcomes across the five chapters, be noted
- (2) that the publication of the LHS Annual Review 2017/2018 report, be noted.

3. Background

- 3.1. The Housing (Scotland) Act 2001 requires local authorities to carry out an assessment of needs and demand for housing and related services, and to prepare and submit a five year Local Housing Strategy (LHS) to Scottish Ministers. The LHS is the main plan for all housing tenures in the local authority area.
- 3.2. The LHS 2017/2022 was developed in 2016/2017, building on the good work undertaken by the Council and its partners under the previous LHS. The Executive Committee approved the LHS on 30 August 2017 and noted the annual monitoring and reporting arrangements.
- 3.3. The LHS works alongside the Council's adopted Local Development Plan (LDP), to set the strategic framework for local housing development.

4. LHS Annual Review 2017/2018

- 4.1. The LHS is structured around five chapters and nine priority outcomes. There are 98 measures against which the Council monitors progress including 65 actions and 33 associated indicators. Table 1 outlines performance in 2017/2018. 95% of the actions and indicators (green/amber) were on target for completion within projected target periods.

Table 1 – Performance Outline

| Year | Green | Amber | Red | To be reported later | Total |
|-----------|-------|-------|-----|----------------------|-------|
| 2017/2018 | 80 | 13 | 1 | 4 | 98 |

- 4.2. Only one measure was below anticipated levels and this relates to advice and information provided to private home owners as part of the Council's Scheme of Assistance. This is a demand-led service, where the level of uptake is lower compared with previous years. The Council will continue to monitor this throughout the duration of the strategy and consider other means of promotion to ensure home owners are able to access relevant advice when required. 13 measures classified as 'amber' were either because an action has yet to commence or the timescales have altered due to a new or emerging national policy objective.
- 4.3. Table 2 below sets out the headline performance for 2017/2018 against the five chapters and nine Priority Outcomes.

Table 2 – Performance highlights

| Chapter | Priority Outcome | | Performance |
|--|------------------|---|--|
| Housing Supply, Choice and Affordability | 1 | Increase housing supply and improve access to and choice of housing options that suit people's needs and which they are able to afford and sustain. | The Strategic Housing Investment Plan (SHIP) 2017/2018 was approved (Oct 2017) and identified £18.074million for new affordable housing supply in 2017/2018. 1125 new homes were built for sale. In addition, 271 new affordable homes were delivered, including 50 Council new build and 33 additional Council homes acquired through the open market purchase scheme. Annual delivery exceeded the all tenures Housing Supply Target (1,058) by 32%. |
| | 2 | Private renting is a more sustainable housing option that meets all required standards and can meet needs in South Lanarkshire. | At 31 March 2018, there were 1258 accredited private landlord properties in South Lanarkshire, an increase of 15% on the previous year. The Council continues to deliver information, advice and training, as well as promote positive engagement with landlords through hosting the Private Landlord Forum. |
| Housing Quality and Energy Efficiency | 3 | Private home owners and private landlords are encouraged and supported to plan for and invest in the maintenance of their property, including areas held in common ownership, to meet all the required standards. | 8586 properties are now covered by the Council's Factoring Service, an increase of 1.4% on the previous year. |

| Chapter | Priority Outcome | | Performance |
|--|------------------|--|--|
| | 4 | Housing quality and energy efficiency is improved and more of the energy used comes from low carbon and renewable sources. | 89.6% of Council homes meet the Energy Efficiency for Social Housing (EESH) 2020 milestone target. |
| Supporting Independent Living and Specialist Provision | 5 | People with particular needs and their carers, are better supported to live independently within the community in a suitable and sustainable home, reducing requirements for institutional care and risks of homelessness. | <p>During 2017/2018, 1,499 adaptations were completed to Council and privately owned homes to enable people to continue to live independently within their own homes.</p> <p>Of 378 new Council homes completed or under construction (as detailed at 5.2), 194 (51%) are designated as specialist provision to meet particular needs and 78 (21%) are designed as barrier free amenity flats to meet the needs of older people.</p> <p>South Lanarkshire Council's Gypsy Traveller sites were assessed as 100% compliant with the Scottish Government's minimum site standards.</p> |
| Addressing Homelessness | 6 | Homelessness is prevented through effective partnership working. | <p>Homeless presentations in 2017/2018 were below the average level for the past 5 years (2013 to 2018).</p> <p>There continued to be low levels of repeat homelessness, with only 4% of all homeless households re-presenting within 12 months of case closure.</p> <p>Housing and homelessness awareness sessions were delivered to secondary school pupils across South Lanarkshire.</p> <p>The Council undertook further joint working with Scottish Prison Services to progress the Sustainable Housing on Release for Everyone (SHORE) standards.</p> |
| | 7 | More people are able to access appropriate advice about housing options and support, reducing the risks of homelessness or requirements of institutional care. | The Council introduced a new integrated Housing Options approach across South Lanarkshire, focused on early engagement and a self-assessment tool to consider housing needs and signpost customers to suitable housing options. |
| | 8 | People who experience homelessness are provided with temporary housing as required and are supported to move to settled accommodation that meets their needs as quickly as possible. | <p>The Council provided 99.2% of all homeless presentations with an offer of appropriate temporary accommodation, if required.</p> <p>Usage of Bed and Breakfast remained low through the Council's effective management of temporary accommodation.</p> <p>46.2% of all homes allocated by the Council and Registered Social Landlords in 2017/2018 were let to homeless households.</p> <p>93.7% of homeless households provided with a Council home sustained their tenancy for 12 months or longer.</p> |

| Chapter | Priority Outcome | | Performance |
|--------------------|------------------|---|---|
| Sustainable Places | 9 | Housing sustainability is improved in priority areas and settlements. | <p>The Council continues to engage with Clydesdale rural communities to develop housing-led local area action plans that promote housing sustainability. The Rigside and Douglas Water Tenants' and Residents' Association was awarded the TIS National Excellence Awards for '<i>Tenants and Residents Group of the Year</i>'.</p> <p>The Council continues to work in partnership with key stakeholders and partners to deliver 220 new social rented properties through the Whitlawburn Regeneration Masterplan.</p> |

5. LHS chapters - context and policy changes

- 5.1. A summary of the wider context and policy changes associated with progress against the five LHS chapters is set out below:

Housing Supply, Choice and Affordability

- 5.2. The Council's Strategic Housing Investment Plan (SHIP) 2018 to 2023, was approved in October 2017 and identified £18.074million for new affordable housing supply in 2017/2018. Additional resources were secured within year taking total investment for 2017/2018 to £21.545 million. 271 additional affordable homes were delivered and this included 50 new Council build homes, which takes the total for the Home+ Council New Build Programme to 168 (since 2015/2016). On 22 August 2018, the Housing and Technical Resources Committee approved the new SHIP 2019 to 2024, which sets out potential for £141.862million investment to deliver 2,576 new affordable homes.

Housing Quality and Energy Efficiency

- 5.3. Energy efficiency of social housing, including all Council homes, is currently monitored through the Energy Efficiency Standard for Social Housing (EESH), which sets a national standard to be met by 2020. At the end of 2017/2018, 89.6% of the Council's 24,833 homes met this standard. The Council continues to work towards this target and through the Home+ programme will bring the remaining, non-exempt homes up to the standard, subject to sitting tenants granting consent to necessary works.

Supporting Independent Living and Specialist Provision

- 5.4. Priority actions in both the LHS and the Health and Social Care Partnership's Strategic Commissioning Plan 2016 to 2019, were progressed including: developing and implementing a Health and Homeless Needs Assessment (HHNA) through a multi-agency partnership group; and developing a 'Housing Options for Older People Strategic Plan' in partnership with the South Lanarkshire Health and Social Care Partnership which aims to help support older people to live independently.
- 5.5. The new South Lanarkshire Strategic Commissioning Plan 2019 to 2022 will be prepared by the South Lanarkshire Health and Social Care Partnership, supported by Housing partners, and will include an updated Housing Contribution Statement.

- 5.6. The Council manages two sites for Gypsy Traveller households. The Scottish Government produced guidance on minimum site standards with 26 indicators covering essential fabric standards, energy efficiency, facilities and amenities, safety and security, maintenance and repairs, fair treatment and consultation. Standards must be achieved by 2018. The Council completed an assessment of our sites and were able to report 100% compliance with all of the indicators to both Scottish Government and the Scottish Housing Regulator.

Addressing Homelessness

- 5.7. The Council has continued to focus on prevention of homelessness and increasing tenancy sustainment levels by working closely with housing partners through the Homelessness Strategic Group.
- 5.8. From 2018/2019, the Scottish Government will require all local authorities to develop a new Rapid Rehousing Transition Plan (RRTP) as part of their approach to tackling homelessness. Rapid rehousing focusses on ensure homeless households reach settled accommodation as quickly as possible. This closely aligns with the 'addressing homelessness' priority outcomes set out in the LHS. A multi-agency Homelessness Strategic Group is established and will support development and progression of the RRTP. It is expected that this plan will also link closely with the priority outcomes of the Health and Social Care Strategic Commissioning Plan as well as the South Lanarkshire Community Plan. The LHS action plan and monitoring framework for addressing homelessness will be revised to reflect the new RRTP priorities.

Sustainable Places

- 5.9. Throughout 2017/2018, through the LHS groups, Housing contributed to the development of the South Lanarkshire Community Plan and associated Neighbourhood Plans. Further joint-working is now being progressed during 2018/2019 to develop and refine community participation across South Lanarkshire and Housing will continue to contribute and support locality approaches.

6. Next Steps

- 6.1. The Council and its housing partners have made good progress in 2017/2018 towards delivering on the current, agreed LHS Priority Outcomes. The findings of this review will be shared with the Scottish Government, as recommended good practice and a summary 'LHS 2017 to 2022 Annual Report' has been prepared and will be published on the Council's website.
- 6.2. The action plan and monitoring framework as set out in the LHS 2017 to 2022 will be updated to ensure that the strategy continues to align with associated plans and strategies, as well as to reflect new national policy priorities as noted in Section 5 above, in relation to energy, integration of health and social care, and addressing homelessness.

7. Employee Implications

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

8. Financial Implications

- 8.1. There are no financial implications as a result of this report.

9. Other Implications

- 9.1. The actions in the LHS link closely to the wider Rural Strategy, Joint Strategic Commissioning Plan, Local Development Plan and Economic Strategy.
- 9.2. A Strategic Environmental Assessment (SEA) pre-screening determination was completed as part of the development of the LHS 2017-22.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. A full Equality Impact Assessment (EIA) was completed as part of the development of the LHS 2017-2022. The EIA identified that the LHS would be of particular relevance to individuals covered under the “protected characteristics” as defined in the Equality Act 2010 and would have a positive impact upon communities across South Lanarkshire.
- 10.2. The LHS is subject to ongoing consultation and engagement with key partners and stakeholders.
- 10.3. there are no specific areas of risk or issues regarding sustainability associated with this report.

Daniel Lowe

Executive Director (Housing and Technical Resources)

30 October 2018

Links to Council Values/Ambitions/Objectives

- ◆ Focused on people and their needs
- ◆ Improve later life
- ◆ Protect vulnerable children, young people and adults
- ◆ Deliver better health and social care outcomes for all
- ◆ Improve the quality, access and availability of housing
- ◆ Work with communities and partners to promote high quality thriving and sustainable communities
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration

Previous References

- ◆ Executive Committee Report, ‘Local Housing Strategy (LHS) 2017-22’, 30 August 2017

List of Background Papers

- ◆ Local Housing Strategy 2017–2022

Contact for Further Information

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

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Report

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| Report to: | Finance and Corporate Resources |
| Date of Meeting: | 21 November 2018 |
| Report by: | Executive Director ((Finance and Corporate) |

| | |
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| Subject: | Representation on South Lanarkshire Leisure and Culture Limited Board |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of action taken, in terms of Standing Order No 36(c), by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to approve an amendment to the membership of South Lanarkshire Leisure and Culture Board

2. Recommendation(s)

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

- (1) that the action taken, in terms of Standing Order No 36(c), by the Executive Director (Finance and Corporate Resources), in consultation with the Chair to replace Councillor Watson with Councillor Craig as a Council representative on the South Lanarkshire Leisure and Culture Board be noted.

3. Background

3.1. Membership of all Outside Bodies and Partnership Bodies were agreed at the meeting of this Committee held on 28 June 2017, with subsequent amendments reported to the Executive Committee/Council since then. Following a request from the SNP Group in relation to a change in membership of the South Lanarkshire and Culture Limited board, The Executive Director (Finance and Corporate Resources), because of the timescales involved, had, in terms of Standing Order No 36(c) and in liaison with the Chair and an ex officio member, approved the replacement of Councillor Watson by Councillor Craig on the South Lanarkshire Leisure and Culture Limited Board.

4. Employee Implications

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

5. Financial Implications

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

6. Other Implications

6.1. There are no issues in terms of risk or sustainability arising from this report

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. There was no requirement to carry out an Equality Impact Assessment or undertake a consultation process in terms of this report.

Paul Manning

Executive Director ((Finance and Corporate Resources) Resources)

31 October 2018

Link(s) to Council Values/Ambitions/Objectives

Accountable, effective, efficient and transparent

Previous References

- ◆ Executive Committee, 28 June 2017

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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