



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 25 May 2021

Dear Councillor

Finance and Corporate Resources Committee

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

Date: Wednesday, 02 June 2021
Time: 14:00
Venue: By Microsoft Teams,

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

Yours sincerely

Cleland Sneddon
Chief Executive

Members

Gladys Miller (Chair), Graeme Horne (Depute Chair), Collette Stevenson (Depute Chair), John Ross (ex officio), Alex Allison, John Anderson, Walter Brogan, Graeme Campbell, Peter Craig, Maureen Devlin, Isobel Dorman, Joe Fagan, Grant Ferguson, Geri Gray, Ian Harrow, Eric Holford, Eileen Logan, Joe Lowe, Hugh Macdonald, Monique McAdams, Catherine McClymont, Mark McGeever, Jim McGuigan, Mo Razzaq, Jim Wardhaugh, Jared Wark

Substitutes

John Bradley, Robert Brown, Andy Carmichael, Poppy Corbett, Mary Donnelly, George Greenshields, Martin Lennon, Richard Lockhart, Katy Loudon, Davie McLachlan, Lynne Nailon, Richard Nelson, Margaret B Walker, Josh Wilson

BUSINESS

- 1 Declaration of Interests**
- 2 Minutes of Previous Meeting** 5 - 10
Minutes of the meeting of the Finance and Corporate Resources Committee held on 17 March 2021 submitted for approval as a correct record. (Copy attached)
- 3 Minutes of Appeals Panel** 11 - 12
Minutes of the meeting of the Appeals Panel held on 27 April 2021 submitted for approval as a correct record. (Copy attached)
- 4 Minutes of Recruitment Committee** 13 - 14
Minutes of the meeting of the Recruitment Committee held on 21 May 2021 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 5 Revenue Budget Monitoring 2020/2021 - Finance and Corporate Resources** 15 - 26
Report dated 28 April 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 Capital Budget Monitoring 2020/2021 - Finance and Corporate Resources** 27 - 30
Report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 Finance and Corporate Resources – Workforce Monitoring – January to March 2021** 31 - 38
Report dated 26 April 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 Council-wide Workforce Monitoring – January to March 2021** 39 - 60
Report dated 26 April 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Decision

- 9 Revenue Collection and Approval for Write Offs** 61 - 66
Report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 10 Common Good - Update** 67 - 70
Report dated 4 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 11 2021/2022 Information and Communication Technology (ICT) Asset Management Plan** 71 - 92
Report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 12 Finance and Corporate Resource Plan 2021/2022** 93 - 110
Report dated 13 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

- | | |
|---|-----------|
| 13 Early Retirement, Voluntary Severance and Switch 2 | 111 - 116 |
| Report dated 20 April 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 14 Procurement Strategy Action Plan Update 2020/2021 and Procurement Strategy Review 2021/2022 | 117 - 138 |
| Report dated 13 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 15 Notification of Contracts Awarded 1 October 2020 to 31 March 2021 | 139 - 142 |
| Report dated 27 April 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 16 Update on Delivery of the European Social Fund Programme 2014 to 2020 | 143 - 148 |
| Report dated 14 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 17 Safety at Sports Grounds – Re-issue of General Safety Certificate – Hamilton Park | 149 - 152 |
| Report dated 11 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |

Urgent Business

18 Urgent Business

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

For further information, please contact:-

Clerk Name: Carol Lyon

Clerk Telephone: 01698 455652

Clerk Email: carol.lyon@southlanarkshire.gov.uk

FINANCE AND CORPORATE RESOURCES COMMITTEE

2

Minutes of meeting held via Microsoft Teams on 17 March 2021

Chair:

Councillor Gladys Miller

Councillors Present:

Councillor Alex Allison, Councillor John Anderson, Councillor Walter Brogan, Councillor Graeme Campbell, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Isobel Dorman, Councillor Joe Fagan, Councillor Grant Ferguson, Councillor Geri Gray, Councillor Ian Harrow, Councillor Eric Holford, Councillor Graeme Horne (Depute), Councillor Eileen Logan, Councillor Hugh Macdonald, Councillor Monique McAdams, Councillor Catherine McClymont, Councillor Mark McGeever, Councillor Jim McGuigan, Councillor Mo Razzaq, Councillor Collette Stevenson (Depute), Councillor Jim Wardhaugh, Councillor Jared Wark

Councillors' Apologies:

Councillor Joe Lowe, Councillor John Ross (ex officio)

Attending:

Finance and Corporate Resources

P Manning, Executive Director; C Fergusson, Head of Finance (Transactions); T Little, Head of Communications and Strategy; C Lyon, Administration Officer; G McCann, Head of Administration and Legal Services; K McVeigh, Head of Personnel Services; J Taylor, Head of Finance (Strategy); B Teaz, Head of Information Technology

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Finance and Corporate Resources Committee held on 20 January 2021 were submitted for approval as a correct record.

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

3 Minutes of Appeals Panel

The minutes of the meeting of the Appeals Panel held on 11 February 2021 were submitted for approval as a correct record.

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

4 Revenue Budget Monitoring 2020/2021 – Finance and Corporate Resources

A report dated 10 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure for the period 1 April to 29 January 2021 against budgeted expenditure for 2020/2021 for Finance and Corporate Resources.

As at 29 January 2021, there was an overspend of £4.640 million against the phased budget which included the net costs of COVID-19 totalling £4.610 million.

Costs associated with COVID-19 were detailed in Appendix I to the report and related to COVID-19 Business Support Grants from the Scottish Government.

Following the Council's probable outturn exercise, Finance and Corporate Resources was forecasting an overspend of £6.336 million before transfers to reserves. After the approved transfers to reserves of £0.103 million, the position was an overspend of £6.439 million.

Appendices to the report provided details on proposed budget virements across the Resource to realign budgets.

The Committee decided:

- (1) that the forecast to 31 March 2021 of an overspend of £6.336 million, before approved transfers to reserves, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2021 of an overspend of £6.439 million, after transfers to reserves, as detailed in Appendix A to the report, be noted; and
- (3) that the overspend of £4.640 million as at 29 January 2021 be noted;
- (4) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 20 January 2021 (Paragraph 4)]

5 Capital Budget Monitoring 2020/2021 – Finance and Corporate Resources

A report dated 24 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted advising of progress on Finance and Corporate Resources' capital programme for 2020/2021 and summarising the expenditure position at 29 January 2021.

As noted in the report to this Committee on 20 January 2021, the budget for 2020/2021, including carry forward, was £3.644 million. At its meeting on 10 February 2021, the Executive Committee agreed adjustments which decreased the budget by £0.362 million, as detailed in Appendix A to the report. The revised budget for 2020/2021 was £3.282 million and spend to 29 January 2021 totalled £1.563 million.

Work had been ongoing to monitor the predicated spend for this financial year and current estimates from Finance and Corporate Resources suggested an outturn of £2.9 million which was an underspend of £0.382 million.

The progression of a number of projects had been impacted by the ongoing lockdowns due to COVID-19, including some IT Infrastructure refresh projects, where the budget was now required in 2021/2022 rather than 2020/2021. Funding would carry forward into the next financial year.

The Committee decided:

- (1) that the Finance and Corporate Resources' capital programme of £3.282 million, and expenditure to date of £1.563 million, be noted; and
- (2) that the projected outturn of £2.9 million be noted.

[Reference: Minutes of 20 January 2021 (Paragraph 5) and Minutes of the Executive Committee of 10 February 2021 (Paragraph 3)]

Councillor Craig joined the meeting during this item of business

6 Finance and Corporate Resources – Workforce Monitoring – November and December 2020

A report dated 9 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the following employee information for Finance and Corporate Resources for the period November and December 2020:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 12 December 2020

The Committee decided: that the report be noted.

[Reference: Minutes of 20 January 2021 (Paragraph 6)]

Councillor Harrow joined the meeting during this item of business

7 Council-wide Workforce Monitoring – November and December 2020

A report dated 9 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period November and December 2020:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 12 December 2020

The Head of Personnel Services responded to members' questions on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 20 January 2021 (Paragraph 7)]

8 Treasury Management Activity – Third Quarter Review

A report dated 24 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the third quarter review of Treasury Management activity for 2020/2021.

Details were given on:-

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

The Head of Finance (Strategy) responded to members' questions on various aspects of the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 21 January 2021 (Paragraph 8)]

9 Revenue Collection and Approval for Write-offs

A report dated 18 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ collection performance for the financial year 2020/2021 to 31 January 2021 on revenue income which comprised Council Tax, non-domestic rates, sundry debts and arrears
- ◆ performance in the Business Rates Incentivisation Scheme (BRIS)
- ◆ the write-off of irrecoverable Council Tax, Hamilton, Carlisle and Lanark Town Centre Business Improvement District (BID) levies, sundry debt and Housing Rent and associated charges

Collection across all income streams had been significantly impacted upon by the temporary cessation of recovery action for the first 4 months of 2020/2021 due to the COVID-19 pandemic. No statutory recovery and sheriff officer activity had taken place between April and July 2020 in respect of Council Tax for both the current year and arrears. The health crisis had also seen financial support provided, via Council Tax Reduction, increase by over 10% for this financial year.

Statutory recovery in the form of reminders and recovery action for all income streams had recommenced at the end of July 2020.

In light of the impact of the health crisis, collection targets for 2020/2021 had been reviewed. Those targets were consistent with those in the Resource Plan for 2020/2021 and were detailed in the report.

Given the impact of COVID-19, the provisional annual buoyancy target for the Council in 2020/2021 had still to be confirmed by the Scottish Government (the final target in 2019/2020 was 1.0%). The Scottish Government had intimated that the 2020/2021 target would require to be adjusted significantly, with the possibility that BRIS might have to be suspended this financial year. A final decision on this would be communicated to local authorities when available.

Performance against the BRIS target was closely monitored and reported to this Committee on a quarterly basis. Buoyancy for the third quarter, to the end of December 2020 had seen a reduction of 0.15%.

Should the buoyancy target remain the same as in 2019/2020, the tax base must achieve growth of 1.15% during the remaining quarter of the financial year to secure additional income under the scheme.

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

- ◆ irrecoverable Council Tax accounts from 1993/1994 to 2020/2021 to the value of £121,376.11, relating primarily to prescribed debt, sequestrations and estates of the deceased
- ◆ non-domestic rates from 2018/2019 to 2020/2021 totalling £273,362.26 relating to debtors who were in liquidation, had ceased trading or had been sequestrated
- ◆ Business Improvement District (BID) levies totalling £3,764.30
- ◆ sundry debts to a value of £84,310.59
- ◆ former tenant rent arrears totalling £316,026.54 and Housing Benefit overpayments totalling £48,247.79

The Committee decided:

- (1) that the Council's performance in the collection of revenues be noted;
- (2) that the Council's performance against the Business Rates Incentivisation Scheme target be noted, and
- (3) that the write-off of the following irrecoverable debts be approved:-
 - ◆ Council Tax debt from 1993/1994 to 2020/2021 to the value of £121,376.11
 - ◆ non-domestic rates from 2018/2019 to 2020/2021 totalling £273,362.26
 - ◆ Hamilton, Carluke and Lanark Business Improvement District levies totalling £3,764.30
 - ◆ sundry debts to a value of £84,310.59
 - ◆ house rent and associated charges totalling £364,274.33

[Reference: Minutes of 20 January 2021 (Paragraph 9)]

10 Youth Guarantee and Kickstart Employability Programmes – Workforce Implications

A report dated 19 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted advising on the 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, because of the timescales involved, to implement the 2020/2021 Youth Guarantee grant offer made to the Council.

Both the UK and Scottish Governments had pledged to introduce employability interventions to counteract the impact of the global pandemic on young people aged 16 to 24 years. Detailed information was provided on the Scottish Government's Youth Guarantee Funding and the UK Government's Kickstart programme.

On 16 November 2020, the Council had received a 2020/2021 Youth Guarantee grant offer of £1,654,675 with the funds to be spent this financial year, or committed beyond March 2021, for defined supports such as staff costs.

The Council had been successful in obtaining 2 Kickstart bids, an intermediary Gateway host bid for 234 opportunities in SMEs and a Council Employer bid for 50 new and additional supernumerary Council posts.

The Youth Guarantee funding allowed for the temporary appointment of Key Workers for a period of 12 months, to facilitate employability support to affected young people. Those posts would operate in 2 teams as follows:-

Education Resources

- ◆ 4 posts of Key Worker at Grade 2, Level 4, SCP 57 (£30,147)
- ◆ 1 post of Team Leader at Grade 3, Level 2, SCP 65 (£33,943)

Finance and Corporate Resources

- ◆ 4 posts of Key Worker at Grade 2, Level 4, SCP 57 (£30,147)
- ◆ 1 post of Team Leader at Grade 3, Level 2, SCP 65 (£33,943)
- ◆ 1 post of Key Worker (Single Point of Contact) at Grade 2, Level 4, SCP 57 (£30,147)

In relation to the Kickstart programme, the Council would provide up to 50 additional temporary training opportunities to unemployed young people aged 16 to 24. Those young people would be identified and referred to the Council by the Department for Works and Pensions locally. Details of the grant conditions for the Kickstart vacancies were provided in the report.

The Committee decided:

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 and an ex officio member, to:-

- ◆ increase the establishments of Finance and Corporate and Education Resources by 6 FTE posts and 5 FTE posts respectively, for a temporary 12 month period as detailed in Section 5 of the report, and approve 50 supernumerary Kickstart training placements, be noted.

11 Urgent Business

There were no items of urgent business.

APPEALS PANEL

Minutes of meeting held via Microsoft Teams on 27 April 2021

Chair:

Councillor Graeme Horne

Councillors Present:

Councillor Jim McGuigan, Councillor Eileen Logan

Attending:

Finance and Corporate Resources

S McLeod, Administration Officer; E Maxwell, Personnel Adviser

1 Declaration of Interests

No interests were declared.

2 Urgent Business

There were no items of urgent business.

3 Exclusion of Press and Public

The Panel decided:

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

4 Appeal Against Dismissal

The Panel considered an appeal (Ref 1/21) by an employee against their dismissal.

The appellant was present and represented by U Joe-Adigwe of GMB. The Council was represented by a Personnel Adviser. The Council called a witness and the appellant's representative called the appellant. All parties were heard in relation to the appeal and then withdrew from the meeting.

The Panel decided:

that the grounds of the appeal had been substantiated in part and the appeal be upheld to the extent that:-

- ◆ the dismissal be replaced by a period of unpaid absence from the date of dismissal until 26 April 2021
- ◆ the appellant be issued with a final written warning
- ◆ the final written warning be subject to the completion of an appropriate assistance programme

RECRUITMENT COMMITTEE

4

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 21 May 2021

Chair:

Councillor John Ross

Councillors Present:

Councillor Alex Allison, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Joe Fagan, Councillor George Greenshields (*substitute for Councillor Margaret Cooper*)

Councillor's Apology:

Councillor Margaret Cooper

Attending:

Community and Enterprise Resources

M McGlynn, Executive Director

Finance and Corporate Resources

S McLeod, Administration Officer; K McVeigh, Head of Personnel Services

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Recruitment Committee held on 21 April 2021 were submitted for approval as a correct record.

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

3 Exclusion of Press and Public

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

4 Post of Head of Roads and Transportation

The Head of Personnel Services reported that Applicant Reference Number 3 had withdrawn their application.

The Committee proceeded to interview 3 candidates for the post of Head of Roads and Transportation.

The Committee decided: that Mr C Park, Engineering Manager - Transportation Engineering, South Lanarkshire Council be appointed to the post of Head of Roads and Transportation.

[Reference: Minutes of 21 April 2021 (Paragraph 4)]

Report

5

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	02 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Revenue Budget Monitoring 2020/2021 - Finance and Corporate Resources
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2020 to 26 February 2021 for Finance and Corporate Resources
- ◆ provide a forecast for the year to 31 March 2021

2. Recommendation(s)

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

- (1) that the forecast to 31 March 2021 of an overspend of £7.090 million, before approved transfers to reserves, as detailed in Appendix A of the report, be noted;
- (2) that the forecast to 31 March 2021 of an overspend of £7.193 million, after approved transfers to reserves, as detailed in Appendix A of the report, be noted;
- (3) that an overspend of £6.393 million as at 26 February 2021, after approved transfers to reserves, as detailed in Appendix A of the report, be noted; and
- (4) that the proposed budget virements be approved.

3. Background

- 3.1. This is the fifth revenue budget monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2020/2021.
- 3.2. The report details the financial position for Finance and Corporate Resources on Appendix A, along with variance explanations in Appendices B-I.
- 3.3. The Resource has incurred expenditure in relation to COVID-19, and in order to separate these costs from the Resource's normal activities, a COVID-19 Service has been included at Appendix I.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. **Probable Outturn:** Following the Council's formal Probable Outturn exercise, the Resource is forecasting an overspend of £7.090 million position, before transfers to reserves. After the approved transfers to reserves of £0.103 million, the position is an overspend of £7.193 million. The transfers to reserves were approved by the Executive Committee on 10 February 2021. The Resource position is outlined in Appendix A.
- 5.2. The forecast cost of COVID is £7.163 million. This is the net effect of expenditure of £6.313 million as outlined in Appendix I, a loss of income totalling £0.517 million within Finance - Transactions, Administration, Legal and Licensing and Communications and Strategy (being £0.010 million, £0.452 million and £0.055 million, respectively), savings that have not been achieved totalling £0.354 million and finally unspent budget of £0.021 million which will contribute towards the costs.
- 5.3. **Position as at 26 February 2021:** As at 26 February 2021, the Resource position is an overspend of £6.393 million after approved transfers to reserves.
- 5.4. This includes the net costs of COVID-19 totalling £6.411 million.
- 5.5. The budget included in Appendix I for COVID-19 relates to Scottish Government funding in relation to COVID-19 Business Support Grants.
- 5.6. Virements are proposed to realign budgets. These movements are detailed in the appendices to this report, as appropriate.
- 5.7. **Year-end Position:** The final outturn position for the Resource is becoming clearer as the year-end process progresses. The late notification of funding for employability programmes will mean that full spend cannot be achieved in 2020/2021 and permission will be sought to carry forward £3.157 million of this funding through reserves for use in 2021/2022. In addition, as noted in the recent Executive Committee report (April 2021), a request to carry forward £0.060 million of Community Grants budget will also be made by the Resource. Finally, the Resource will also request that an underspend on the Scottish Welfare Fund budget (£0.129 million) can be transferred to Reserves to use in 2021/2022.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

- 7.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. 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. Equality Impact Assessment and Consultation Arrangements

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

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

Paul Manning

Executive Director (Finance and Corporate Resources)

28 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Value: Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Finance and Corporate Resources Committee, 17 March 2021
- ◆ Executive Committee, 28 April 2021

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 26 February 2021

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Finance and Corporate Resources Summary

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTERS Transfers	Budget Proportion 26/02/21	Actual BEFORE Transfers 26/02/21	Variance 26/02/21		% Variance 26/02/21
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	33,931	35,036	(1,105)	(1,105)	29,983	31,121	(1,138)	over	(3.8%)
Property Costs	4,096	4,207	(111)	(183)	2,240	2,277	(37)	over	(1.7%)
Supplies & Services	6,949	11,322	(4,373)	(4,373)	6,607	10,350	(3,743)	over	(56.7%)
Transport & Plant	104	47	57	32	97	56	41	under	42.3%
Administration Costs	8,568	7,721	847	467	7,157	6,325	832	under	11.6%
Payments to Other Bodies	52,561	52,256	305	299	48,414	48,246	168	under	0.3%
Payments to Contractors	265	278	(13)	(13)	229	228	1	under	0.4%
Transfer Payments	70,856	69,923	933	933	60,556	59,368	1,188	under	2.0%
Financing Charges	1,040	1,164	(124)	(144)	1,033	1,189	(156)	over	(15.1%)
Total Controllable Exp.	178,370	181,954	(3,584)	(4,087)	156,316	159,160	(2,844)	over	(1.8%)
Total Controllable Inc.	(142,614)	(139,108)	(3,506)	(3,106)	(117,802)	(114,352)	(3,450)	under recovered	(2.9%)
Net Controllable Exp.	35,756	42,846	(7,090)	(7,193)	38,514	44,808	(6,294)	over	(16.3%)
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	99	(99)	over	n/a
Position After Transfers to Reserves (as at 26/02/21)	35,756	42,846	(7,090)	(7,193)	38,514	44,897	(6,393)	over	(16.6%)

Variance Explanations

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

Budget Virements

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

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Finance - Strategy Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTERS Transfers	Budget Proportion	Actual BEFORE Transfers	Variance	% Variance	Note
	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	2,978	2,985	(7)	(7)	2,644	2,647	(3)	over	(0.1%)
Property Costs	0	0	0	0	0	0	0	-	n/a
Supplies & Services	19	25	(6)	(6)	19	24	(5)	over	(26.3%)
Transport & Plant	0	0	0	0	0	1	(1)	over	n/a
Administration Costs	112	122	(10)	(10)	107	108	(1)	over	(0.9%)
Payments to Other Bodies	495	504	(9)	(9)	495	514	(19)	over	(3.8%)
Payments to Contractors	22	19	3	3	15	12	3	under	20.0%
Transfer Payments	0	0	0	0	0	0	0	-	n/a
Financing Charges	16	15	1	1	16	16	0	-	0.0%
Total Controllable Exp.	3,642	3,670	(28)	(28)	3,296	3,322	(26)	over	(0.8%)
Total Controllable Inc.	(1,677)	(1,704)	27	27	(45)	(78)	33	over recovered	73.3%
Net Controllable Exp.	1,965	1,966	(1)	(1)	3,251	3,244	7	under	0.2%
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 26/02/21)	1,965	1,966	(1)	(1)	3,251	3,244	7	under	

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Finance - Transactions Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance	% Variance	Note
	£000	£000	£000	£000	26/02/21	26/02/21	26/02/21	26/02/21	
					£000	£000	£000		
Employee Costs	11,299	11,317	(18)	(18)	10,045	10,016	29	under	0.3%
Property Costs	3,240	3,218	22	22	1,470	1,400	70	under	4.8% 1
Supplies & Services	812	782	30	30	725	690	35	under	4.8%
Transport & Plant	7	1	6	6	6	2	4	under	66.7%
Administration Costs	1,478	1,340	138	138	1,369	1,313	56	under	4.1% 2
Payments to Other Bodies	0	0	0	0	0	0	0	-	n/a
Payments to Contractors	243	256	(13)	(13)	214	216	(2)	over	(0.9%)
Transfer Payments	70,687	69,574	1,113	1,113	60,556	59,180	1,376	under	2.3% 3,a
Financing Charges	104	98	6	6	97	106	(9)	over	(9.3%)
Total Controllable Exp.	87,870	86,586	1,284	1,284	74,482	72,923	1,559	under	2.1%
Total Controllable Inc.	(74,184)	(72,902)	(1,282)	(1,282)	(60,031)	(58,419)	(1,612)	under recovered	(2.7%) 4,a
Net Controllable Exp.	13,686	13,684	2	2	14,451	14,504	(53)	over	(0.2%)
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 26/02/21)	13,686	13,684	2	2	14,451	14,504	(53)	over	(0.2%)

Variance Explanations**1. Property Costs**

The underspend relates to the profile of Scottish Welfare Fund payments made to date, offset by increased Administration Costs (see 2 below).

2. Administration Costs

The underspend is due to lower than anticipated legal fees to date, partially offset by increased Scottish Welfare Fund payments (see 1 above).

3. Transfer Payments

The underspend is due to the current profile of Housing Benefit payments and is offset in part by an under recovery of income (see 4 below).

4. Income

The under recovery relates to the under recovery of Housing Benefit Subsidy income, offset by reduced expenditure (see 3 above). In addition, there is an under recovery of income from Housing Benefit Overpayments and Statutory Additions.

Budget Virements

a. Scottish Welfare Fund additional funding Net Effect £0.000m: Transfer Payments £0.169m, and Income (£0.169m)

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Audit Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance	% Variance	Note
	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	26/02/21	
	£000	£000	£000	£000	£000	£000	£000		
Employee Costs	625	640	(15)	(15)	556	571	(15)	over	(2.7%)
Property Costs	0	0	0	0	0	0	0	-	n/a
Supplies & Services	7	7	0	0	7	4	3	under	42.9%
Transport & Plant	0	0	0	0	0	0	0	-	n/a
Administration Costs	7	4	3	3	5	3	2	under	40.0%
Payments to Other Bodies	0	0	0	0	0	0	0	-	n/a
Payments to Contractors	0	0	0	0	0	0	0	-	n/a
Transfer Payments	0	0	0	0	0	0	0	-	n/a
Financing Charges	4	4	0	0	4	4	0	-	0.00%
Total Controllable Exp.	643	655	(12)	(12)	572	582	(10)	over	(1.7%)
Total Controllable Inc.	(313)	(325)	12	12	(56)	(66)	10	over recovered	17.9%
Net Controllable Exp.	330	330	0	0	516	516	0	-	0.0%
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 26/02/21)	330	330	0	0	516	516	0	-	

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Information Technology Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance	% Variance	Note
	£000	£000	£000	£000	26/02/21	26/02/21	26/02/21	26/02/21	
Employee Costs	5,393	5,676	(283)	(283)	4,802	5,059	(257)	over	(5.4%) 1
Property Costs	586	468	118	118	520	401	119	under	22.9% 2
Supplies & Services	5,075	4,818	257	257	4,938	4,697	241	under	4.9% 3
Transport & Plant	4	0	4	4	4	3	1	under	25.0%
Administration Costs	2,059	2,023	36	36	1,755	1,533	222	under	12.6% 4
Payments to Other Bodies	0	0	0	0	0	0	0	-	n/a
Payments to Contractors	0	0	0	0	0	0	0	-	n/a
Transfer Payments	0	0	0	0	0	0	0	-	n/a
Financing Charges	499	572	(73)	(73)	499	596	(97)	over	(19.4%) 5
Total Controllable Exp.	13,616	13,557	59	59	12,518	12,289	229	under	1.8%
Total Controllable Inc.	(8,424)	(8,052)	(372)	(372)	(6,434)	(5,882)	(552)	under recovered	(8.6%) 6
Net Controllable Exp.	5,192	5,505	(313)	(313)	6,084	6,407	(323)	over	(5.3%)
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 26/02/21)	5,192	5,505	(313)	(313)	6,084	6,407	(323)	over	

Variance Explanations

- Employee Costs**
The overspend is mainly due to lower than anticipated staff turnover across the Service to date.
- Property Costs**
The underspend is due to the level of utilities expenditure at the Caird Centre.
- Supplies and Services**
The underspend reflects the timing of spend for IT systems to date and the timing of the Caird Centre replacement programme.
- Administration Costs**
The underspend is due to lower than anticipated telephone charges to date. This is offset by an under recovery in Income (see 6 below).
- Financing Charges**
The overspend is due to the level of new IT Equipment leases.
- Income**
The income under recovery relates to external income for services provided at Caird, and lower than anticipated recharges for telephone costs which are offset by an underspend within Administration Costs (see 4 above).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Personnel Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance		% Variance	Note
					26/02/21	26/02/21	26/02/21		26/02/21	
	£000	£000	£000	£000	£000	£000	£000			
Employee Costs	7,763	7,659	104	104	6,776	6,614	162	under	2.4%	1
Property Costs	252	159	93	21	234	145	89	under	38.0%	2
Supplies & Services	298	235	63	63	256	193	63	under	24.6%	3
Transport & Plant	51	8	43	18	48	9	39	under	81.3%	
Administration Costs	1,393	1,305	88	88	980	920	60	under	6.1%	4
Payments to Other Bodies	3,662	3,419	243	237	1,403	1,229	174	under	12.4%	5
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	39	69	(30)	(30)	39	57	(18)	over	(46.2%)	
Total Controllable Exp.	13,458	12,854	604	501	9,736	9,167	569	under	5.8%	
Total Controllable Inc.	(4,119)	(3,616)	(503)	(503)	(1,277)	(884)	(393)	under recovered	(30.8%)	6
Net Controllable Exp.	9,339	9,238	101	(2)	8,459	8,283	176	under	2.1%	
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	99	(99)	over		
Position After Transfers to Reserves (as at 26/02/21)	9,339	9,238	101	(2)	8,459	8,382	77	under		

Variance Explanations1. **Employee Costs**

The net underspend is due to a reduced requirement within Employee Costs for Modern Apprentices this year. This is partially offset by an overspend reflecting lower than anticipated turnover.

2. **Property Costs**

The underspend reflects reduced spend on health and hygiene materials within the Free Sanitary Products programme due to public buildings being closed as a result of COVID-19.

3. **Supplies and Services**

The underspend reflects lower expenditure within the Cafes, which are closed due to COVID, offset by an under recovery of income (see 6 below).

4. **Administration Costs**

The underspend reflects reduced training expenditure as a result of COVID-19..

5. **Payments to Other Bodies**

The underspend reflects lower than anticipated expenditure within the Employability Programme due to the timing of commencement of projects as a result of COVID-19.

6. **Income**

The under recovery reflects lower than anticipated income from the Cafes, which are currently closed due to COVID-19, offset by a reduction in expenditure (see 3 above).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Administration, Legal and Licensing Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance	% Variance	Note
	£000	£000	£000	£000	26/02/21	26/02/21	26/02/21	26/02/21	
Employee Costs	4,107	4,271	(164)	(164)	3,589	3,721	(132)	over	(3.7%) 1
Property Costs	18	5	13	13	16	3	13	under	81.3%
Supplies & Services	125	149	(24)	(24)	114	130	(16)	over	(14%)
Transport & Plant	14	12	2	2	12	13	(1)	over	(8.3%)
Administration Costs	2,157	2,057	100	100	1,811	1,744	67	under	3.7% 2
Payments to Other Bodies	679	514	165	165	650	506	144	under	22.2% 3
Payments to Contractors	0	0	0	0	0	0	0	-	n/a
Transfer Payments	0	0	0	0	0	0	0	-	n/a
Financing Charges	32	59	(27)	(27)	33	58	(25)	over	(75.8%)
Total Controllable Exp.	7,132	7,067	65	65	6,225	6,175	50	under	0.8%
Total Controllable Inc.	(2,910)	(2,294)	(616)	(616)	(1,747)	(1,204)	(543)	under recovered	(31.1%) 4
Net Controllable Exp.	4,222	4,773	(551)	(551)	4,478	4,971	(493)	over	(11.0%)
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 26/02/21)	4,222	4,773	(551)	(551)	4,478	4,971	(493)	over	

Variance Explanations**1. Employee Costs**

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

2. Administration Costs

The underspend is mainly due to lower than anticipated expenditure on printing and stationery, and also a reduction in expenditure on civic events which have not taken place due to COVID, offset by an under recovery of income (see 4 below).

3. Payments to Other Bodies

The underspend reflects a reduction in uptake levels this financial year of grants to voluntary organisations.

4. Income

The under recovery of income relates to income from civic events which have not taken place due to COVID, offset by a reduction in expenditure (see 2 above). In addition, income from licensing and registration has been lower than anticipated due to COVID.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

Communications and Strategy Services

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance		% Variance	Note
	£000	£000	£000	£000	26/02/21	26/02/21	26/02/21		26/02/21	
Employee Costs	1,767	1,713	54	54	1,571	1,527	44	under	2.8%	1
Property Costs	0	0	0	0	0	0	0	-	n/a	
Supplies & Services	613	423	190	190	548	438	110	under	20.1%	2
Transport & Plant	28	26	2	2	27	27	0	-	0.0%	
Administration Costs	1,269	760	509	509	1,130	663	467	under	41.3%	3
Payments to Other Bodies	6	0	6	6	5	2	3	under	60.0%	
Payments to Contractors	0	3	(3)	(3)	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	346	347	(1)	(1)	345	352	(7)	over	(2.0%)	
Total Controllable Exp.	4,029	3,272	757	757	3,626	3,009	617	under	17.0%	
Total Controllable Inc.	(3,007)	(2,235)	(772)	(772)	(2,351)	(1,753)	(598)	under recovered	(25.4%)	4
Net Controllable Exp.	1,022	1,037	(15)	(15)	1,275	1,256	19	under	1.5%	
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-		
Position After Transfers to Reserves (as at 26/02/21)	1,022	1,037	(15)	(15)	1,275	1,256	19	under		

Variance Explanations**1. Employee Costs**

The underspend is due to vacant posts within the Service.

2. Supplies and Services

The underspend reflects lower than anticipated computer maintenance costs and a reduction in expenditure in relation to external mail.

3. Administration Costs

The underspend relates to a reduction in advertising costs, and the cost of printing from multi-functional devices a result of COVID, offset by an under recovery of income from recharges (see 4 below).

4. Income

The net under recovery of income reflects the impact of COVID-19 on the work of the service, including recharges for advertising and multi-functional devices (see 3 above).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 26 February 2021 (No.12)

COVID - 19

Budget Category	Annual Budget	Forecast for Year BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion	Actual BEFORE Transfers	Variance	% Variance	Note
	£000	£000	£000	£000	26/02/21	26/02/21	26/02/21	26/02/21	
Employee Costs	0	776	(776)	(776)	0	966	(966)	over	n/a 1
Property Costs	0	357	(357)	(357)	0	328	(328)	over	n/a 2
Supplies & Services	0	4,883	(4,883)	(4,883)	0	4,174	(4,174)	over	n/a 3
Transport & Plant	0	0	0	0	0	1	(1)	over	n/a
Administration Costs	0	17	(17)	(17)	0	41	(41)	over	n/a 4
Payments to Other Bodies	47,719	47,819	(100)	(100)	45,861	45,995	(134)	over	(0.3%) 5
Payments to Contractors	0	0	0	0	0	0	0	-	n/a
Transfer Payments	0	180	(180)	(180)	0	188	(188)	over	n/a 6
Financing Charges	0	0	0	0	0	0	0	over	n/a
Total Controllable Exp.	47,719	54,032	(6,313)	(6,313)	45,861	51,693	(5,832)	over	(12.7%)
Total Controllable Inc.	(47,719)	(47,719)	0	0	(45,861)	(46,066)	205	over recovered	0.4% 7
Net Controllable Exp.	0	6,313	(6,313)	(6,313)	0	5,627	(5,627)	over	n/a
Transfer to Reserves (as at 26/02/21)	0	0	0	0	0	0	0	-	
Position After Transfers to Reserves (as at 26/02/21)	0	6,313	(6,313)	(6,313)	0	5,627	(5,627)	over	n/a

Variance Explanations**1. Employee Costs**

The overspend relates to overtime and includes the cost of the wellbeing helpline and also additional time required to process the Business Support Grants, and other benefits including Social Welfare Payments and Council Tax Reduction Scheme applications in relation to COVID-19.

2. Property Costs

This overspend relates to fuel payments made to individuals.

3. Supplies and Services

The overspend relates mainly to Free School Meals and Winter Payments. The overspend also includes IT expenditure including licences and devices to support staff working from home.

4. Administration Costs

The overspend relates to printing and postage costs in relation to COVID-19.

5. Payments to Other Bodies

The overspend relates to expenditure on Tenancy Assistance and is offset by Scottish Government COVID grant funding.

6. Transfer Payments

This overspend relates to Discretionary Housing Payments, offset in part by benefit subsidy income (see 7 below).

7. Income

The over recovery relates to benefit subsidy income (see 6 above).

Report

6

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Capital Budget Monitoring 2020/2021 - Finance and Corporate Resources
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:

- ♦ provide information on the progress of the capital programme for Finance and Corporate Resources for the period 1 April 2020 to 26 February 2021

2. Recommendation(s)

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

- (1) that the Finance and Corporate Resources capital programme of £3.282 million, and expenditure to date of £1.603 million, be noted; and
- (2) that the projected outturn of £2.605 million be noted.

3. Background

3.1. This is the fifth capital monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2020/2021. A final report will be presented following the end of the financial year.

3.2. As noted in the last report to this Committee (17 March 2021), the budget for Finance and Corporate Resources for financial year 2020/2021, including carry forward, was £3.282 million. There have been no other changes to this budget allocation since that meeting.

3.3. The report details the financial position for Finance and Corporate Resources in Appendix A.

4. Employee Implications

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

5. Financial Implications

5.1. As detailed in Section 3.2, the revised capital programme for Finance and Corporate Resources for 2020/2021 is £3.282 million. Spend to 26 February 2021 totals £1.603 million.

5.2. 2020/2021 Outturn

As at period 12, the predicted spend position for this financial year, advised by Finance and Corporate Resources, was anticipated to be an outturn of £2.605 million, an underspend of £0.677 million.

- 5.3. As reported to this Committee previously, the progression of a number of projects has been impacted by the ongoing lockdowns due to Covid-19. These include some IT Infrastructure refresh projects where the budget is now required in 2021/2022 rather than 2020/2021. Funding will carry forward into next financial year.
- 5.4. The year-end position is currently being finalised and this will be reported to the Executive Committee on the 23 June 2021. The ongoing implications of COVID-19 continue to impact on the level of capital spend achieved this financial year and the outturn is looking like a further underspend than predicted at period 12. This is a timing issue only. The final position will be reported to the next Finance and Corporate Resources Committee on 1 September 2021.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. The main risk associated with the Council's Capital Programme is that there 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.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

Paul Manning
Executive Director (Finance and Corporate Resources)

12 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Finance and Corporate Resources Committee, 17 March 2021

List of Background Papers

- ◆ Financial ledger to 26 February 2021

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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

South Lanarkshire Council
Capital Expenditure 2020-2021
Finance and Corporate Resources Programme
For Period 1 April 2020 – 26 February 2021

<u>Finance and Corporate Resources</u>	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Actual Expenditure £000
Information Technology Services	4,749	(362)	(1,105)	3,282	1,603
TOTAL	4,749	(362)	(1,105)	3,282	1,603

Report

7

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resources – Workforce
Monitoring – January to March 2021**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for the period January to March 2021 relating to Finance and Corporate Resources

2. Recommendation(s)

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

(1) that the following employment information for the period January to March 2021 relating to Finance and Corporate Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 13 March 2021

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Finance and Corporate Resources provides information on the position for the period January to March 2021.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of March 2021 for Finance and Corporate Resources.

The Resource absence figure for March 2021 was 3.5%, which remains unchanged when compared to last month and is 1.4% lower than the Council-wide figure. Compared to March 2020, the Resource absence figure has decreased by 1.0%.

Based on the absence figures at March 2021 and annual trends, the annual average absence for the Resource for 2020/2021 is 2.8%, compared to a Council-wide average figure of 4.2%.

For the financial year 2020/2021, the average days lost per employee equates to 6.4 days, compared with the overall figure for the Council of 9.9 days per employee.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. As this report was being prepared, at 28 April 2021, the Council overall absence level was 4.85% with 0.77% of this relating to Covid-19 for sickness and special leave.

Whilst the average absence rate for the Council for the financial year 2020/2021 is 4.2%, the figure excluding Covid-19 related absences was 3.7%. This is mainly accounted for by reductions in musculoskeletal absences although we have also seen a significant reduction in stomach related absences, due in some part to improved hand hygiene and reduction in social interaction.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 59 referrals were made this period, a decrease of 5 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were no accidents/incidents recorded within the Resource this period, a decrease of 1 when compared with the same period last year.

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

There were no disciplinary hearings held within the Resource this period, which is a decrease of 2 when compared with the same period last year. There were no grievances raised within the Resource this period, which remains unchanged when compared with the same period last year. There were no Dignity at Work complaints raised within the Resource this period, which remains unchanged when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 3 leavers in the Resource this period who was eligible for an exit interview. This figure has decreased by 7 when compared with the same period last year. Exit interviews were held with 33% of employees, compared with 30% for the same period last year.

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

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

4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period January to March 2021, 4 employees in total left employment. Managers indicated that 2 posts (1.74 FTE) are being replaced, 1 post (1.0 FTE) was due to the end of a fixed term contract and 1 post (0.37 FTE) is being removed for savings.

5. Staffing Watch

5.1. There has been no change in the number of employees in post from 12 December 2020 to 13 March 2021.

6. Employee Implications

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

7. Financial Implications

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

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

26 April 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Finance and Corporate Resources – 17 March 2021

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources.

Contact for Further Information

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

Laurane Rhind, Personnel Services Manager

Ext: 4239 (Tel: 01698 454721)

E-mail: Laurane.Rhind@southlanarkshire.gov.uk

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Finance and Corporate Resources

APT&C				Manual Workers				Resource Total				Council Wide				
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021	
April	3.1	3.5	3.5	April	8.6	7.1	8.5	April	3.2	3.6	3.6	April	4.1	4.0	4.4	
May	3.3	3.2	2.3	May	0.4	0.0	16.0	May	3.2	3.2	2.4	May	4.2	4.4	3.1	
June	2.5	3.3	1.9	June	0.0	0.5	7.4	June	2.5	3.2	1.9	June	4.3	4.4	2.7	
July	2.9	3.3	2.0	July	0.0	2.4	3.5	July	2.9	3.2	2.0	July	3.4	3.4	2.3	
August	2.8	3.6	1.8	August	0.4	5.9	12.1	August	2.8	3.6	2.0	August	3.6	3.7	3.1	
September	3.1	3.3	2.3	September	0.0	3.5	13.4	September	3.0	3.3	2.4	September	4.4	4.5	4.2	
October	3.6	3.7	3.2	October	0.0	3.6	10.2	October	3.6	3.7	3.3	October	4.4	4.6	4.8	
November	4.6	3.9	3.1	November	0.0	2.6	11.4	November	4.6	3.8	3.2	November	5.1	5.5	5.8	
December	3.8	4.6	2.7	December	0.0	1.3	11.4	December	3.8	4.5	2.8	December	4.8	5.7	5.6	
January	3.6	3.9	2.8	January	0.0	0.0	7.0	January	3.5	3.9	2.8	January	4.9	5.3	4.8	
February	3.7	4.1	3.5	February	2.3	7.6	0.0	February	3.6	4.1	3.5	February	5.2	5.6	4.8	
March	3.2	4.5	3.5	March	9.8	4.6	0.0	March	3.3	4.5	3.5	March	4.9	6.2	4.9	
Annual Average	3.4	3.7	2.7	Annual Average	1.8	3.3	8.4	Annual Average	3.3	3.7	2.8	Annual Average	4.4	4.8	4.2	
Average Apr-Mar	3.4	3.7	2.7	Average Apr-Mar	1.8	3.3	8.4	Average Apr-Mar	3.3	3.7	2.8	Average Apr-Mar	4.4	4.8	4.2	
No of Employees at 31 March 2021			956	No of Employees at 31 March 2021			10	No of Employees at 31 March 2021			966	No of Employees at 31 March 2021			15903	

For the financial year 2020/21, the average days lost per employee equates to 6.4 days.

FINANCE AND CORPORATE RESOURCES

	Jan-Mar 2020	Jan-Mar 2021
MEDICAL EXAMINATIONS		
Number of Employees Attending	18	15
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	0	0
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	29	19
REFERRALS TO EMPLOYEE SUPPORT OFFICER		
	17	25
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY		
	0	0
TOTAL	64	59

CAUSE OF ACCIDENTS/INCIDENTS	Jan-Mar 2020	Jan-Mar 2021
Violent Incident: Verbal*****	1	0
Total Accidents/Incidents	1	0

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

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

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

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

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

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

RECORD OF DISCIPLINARY HEARINGS	Jan-Mar 2020	Jan-Mar 2021
Total Number of Hearings	2	0

RECORD OF GRIEVANCE HEARINGS	Jan-Mar 2020	Jan-Mar 2021
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Jan-Mar 2020	Jan-Mar 2021
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	Jan-Mar 2020	Jan-Mar 2021
Career Advancement	1	1
Travelling Difficulties	1	0
Other	1	0
Number of Exit Interviews conducted	3	1

Total Number of Leavers Eligible for Exit Interview	10	3
--	----	---

Percentage of interviews conducted	30%	33%
---	-----	-----

	Jan - Mar 2021		Reconciliation figure Apr - Dec 2020		Cumulative total	
	FTE*	H/C**	FTE	H/C	FTE	H/C
Terminations/Leavers	3.11	4	24.96	32	28.07	36
Being replaced	1.74	2	23.96	31	25.70	33
Filled on fixed term basis	0.00	0	0.00	0	0.00	0
Plan to transfer this budget to another post	0.00	0	0.00	0	0.00	0
End of fixed term contract	1.00	1	0.00	0	1.00	1
Held pending service Review	0.00	0	0.00	0	0.00	0
Plan to remove for savings	0.37	1	1.00	1	1.37	2

* Full time equivalent

** Head count/number of employees

**Joint Staffing Watch return
Finance and Corporate Resources**

1. As at 13 March 2021

Total Number of Employees									
Male		Female		Total					
F/T	P/T	F/T	P/T						
200	16	349	305	870					
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
2.00	112.37	338.88	227.40	55.54	25.30	6.00	1.00	0.00	768.49

1. As at 12 December 2020

Total Number of Employees									
Male		Female		Total					
F/T	P/T	F/T	P/T						
200	16	351	303						
870									
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
2.00	111.50	340.25	228.96	54.54	25.10	6.00	1.00	0.00	769.35

Report

8

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council-wide Workforce Monitoring – January to March 2021**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period January to March 2021

2. Recommendation(s)

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

(1) that the following employment information for the period January to March 2021 relating to the Council be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 13 March 2021

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Committee. This report for the Council provides information on the position for the period January to March 2021.

4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for March 2021, is provided in Appendices 1 to 8. Points to note are:-

The Council's absence rate for March 2021, shown in Appendix 1, is 4.9%, which represents an increase of 0.1% when compared with last month and the figure has decreased by 1.3% when compared to March 2020.

When compared to March 2020, the APT&C absence rate has decreased by 1.6%, the teachers' figure has decreased by 1.9% and the manual workers' figure has decreased by 0.1%.

Based on annual trends and the absence rate to March 2021, the average absence rate for the Council for the financial year 2020/2021 is 4.2%.
For the financial year 2020/2021, the average days lost per employee equates to 9.9 days.

In comparison to March 2020 (Appendix 8):-

- ◆ Psychological and musculoskeletal conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 376 days.
- ◆ Total days lost due to musculoskeletal conditions have decreased by 936 days.
- ◆ Total days lost due to respiratory conditions have decreased by 1845 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have decreased by 246 days.

Whilst the average absence rate for the Council for the financial year 2020/2021 is 4.2%, the figure excluding Covid-19 related absences was 3.7%. This is mainly accounted for by the noted reduction in musculoskeletal absences although we have also seen a significant reduction in stomach related absences, due in some part to improved hand hygiene and reduction in social interaction.

5. Occupational Health

5.1. Information on Occupational Health for the period January to March 2021 is provided in Appendix 9.

- ◆ during the period there were 391 employees referred for a medical examination, a decrease of 41 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
- ◆ a total of 367 employees attended physiotherapy treatment, showing a decrease of 194 when compared to the same period last year. Of the 367 employees referred, 71% remained at work whilst undertaking treatment.
- ◆ during this period 408 employees were referred to the Employee Support Officer, showing a decrease of 85 when compared with the same period last year. Of the referrals made this period, 84% related to personal reasons.
- ◆ 122 employees were referred to the PAM Assist counselling service this period, showing a decrease of 69 when compared with the same period last year. All of the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 65% of the referrals made, 11% were for work related reasons and 24% were for other reasons.
- ◆ 32 employees were referred for Cognitive Behavioural Therapy this period, this figure has decreased by 25 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for January to March 2021 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 471, this figure has increased by 64 from the same period last year.
- ◆ there was 1 specified injury recorded, this figure remains unchanged from the same period last year.
- ◆ there were 438 minor accidents/incidents, this figure has increased by 49 from the same period last year.

- ◆ there were 4 accidents resulting in an absence lasting over 3 days during the period, this figure has increased by 3 from the same period last year.
- ◆ there were 28 accidents resulting in an absence lasting over 7 days during the period, this figure has increased by 12 from the same period last year.

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

7.1. Information on Disciplinary, Grievance Hearings, Dignity at Work and Mediation Referrals for January to March 2021 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 12 disciplinary hearings were held across Resources within the Council, a decrease of 21 when compared to the same period last year.
- ◆ action was taken in 12 of these cases. One appeal was raised against the outcome, of which was upheld in part.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 75% of hearings met this target.
- ◆ during the period, 1 appeal was heard by the Appeals Panel and this was upheld in part. 1 other appeal was withdrawn.
- ◆ at the end of March 2021, 1 Appeal Panel is pending.
- ◆ during the period, no grievance cases were raised.
- ◆ during the period, no Dignity at Work cases were raised.
- ◆ during the period, no referrals for mediation were submitted.

8. Analysis of Leavers and Exit Interviews

8.1. Information on the number of leavers and exit interviews for the period January to March 2021 is contained in Appendix 13. Exit interviews are conducted with employees who leave voluntarily.

Labour Turnover

Using information compiled from Resources and Staffing Watch information as at 13 March 2021, the Council's turnover figure for January to March 2021 is as follows:-

105 leavers eligible for exit interviews/14,894 employees in post = Labour Turnover of 0.7%.

Based on the figure at March 2021, the annual labour turnover figure for the financial year 2020/2021 for the Council is 2.4%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 105 employees leaving the Council that were eligible for an exit interview, a decrease of 30 when compared with the same period last year.
- ◆ exit interviews were held with 27% of leavers, which remains unchanged when compared with the same period last year.

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

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

- 8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From January to March 2021, 225 employees left employment. Managers indicated that 221 would be replaced, 1 post (1.0 FTE) was due to the end of a fixed term contract and 3 posts (1.19 FTE) are being removed for savings.

9. Recruitment Monitoring

- 9.1. Information on Recruitment Monitoring for January to March 2021 is contained within Appendix 14.

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

- ◆ overall, 4,748 applications and 4,662 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (231), 97 were shortlisted for interview and 15 were appointed
- ◆ of those applicants of a black/ethnic minority background (205), 68 were shortlisted for interview and 9 were appointed.
- ◆ Of those applicants who are veterans (30), 10 were shortlisted for interview and none were appointed. (Figures for veterans are only available from February 2020).

10. Staffing Watch

- 10.1 There has been an increase of 23 in the number of employees in post from 12 December 2020 to 13 March 2021. Details of the staffing watch are contained in Appendix 15.

11. Employee Implications

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

12. Financial Implications

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

13. Climate Change, Sustainability and Environmental Implications

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

14. Other Implications

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

15. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning
Executive Director (Finance and Corporate Resources)

26 April 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Finance and Corporate Resources Committee – 17 March 2021

List of Background Papers

- ◆ Monitoring information provided by Resources

Contact for Further Information

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

Laurane Rhind, Personnel Services Manager

Ext: 4721 (Tel: 01698 454721)

E-mail: Laurane.Rhind@southlanarkshire.gov.uk

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021

Council Wide

APT&C				Teachers				Manual Workers				Council Wide			
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.2	4.0	4.2	April	1.9	2.9	2.9	April	5.7	5.2	6.0	April	4.1	4.0	4.4
May	4.2	4.4	2.9	May	2.1	3.2	1.4	May	6.1	5.6	4.9	May	4.2	4.4	3.1
June	4.2	4.4	2.5	June	2.3	2.7	0.9	June	6.0	5.7	4.5	June	4.3	4.4	2.7
July	3.5	3.5	2.2	July	1.0	1.2	0.5	July	5.1	5.1	4.0	July	3.4	3.4	2.3
August	3.7	3.9	2.9	August	1.2	1.3	1.2	August	5.4	5.5	5.1	August	3.6	3.7	3.1
September	4.4	4.5	4.1	September	2.2	2.5	2.7	September	6.2	6.1	5.8	September	4.4	4.5	4.2
October	4.7	4.7	4.7	October	2.2	2.6	3.2	October	5.8	6.1	6.4	October	4.4	4.6	4.8
November	5.3	5.7	5.6	November	3.5	3.8	4.6	November	6.0	6.6	7.3	November	5.1	5.5	5.8
December	4.9	5.7	5.3	December	3.1	3.8	4.7	December	6.3	7.2	6.9	December	4.8	5.7	5.6
January	4.7	5.2	4.5	January	3.3	3.4	2.7	January	6.6	7.1	7.2	January	4.9	5.3	4.8
February	4.9	5.6	4.3	February	4.0	3.8	2.5	February	6.7	7.3	7.4	February	5.2	5.6	4.8
March	4.7	6.2	4.6	March	3.9	4.8	2.9	March	6.1	7.3	7.2	March	4.9	6.2	4.9
Annual Average	4.5	4.8	4.0	Annual Average	2.6	3.0	2.5	Annual Average	6.0	6.2	6.1	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.5	4.8	4.0	Average Apr-Mar	2.6	3.0	2.5	Average Apr-Mar	6.0	6.2	6.1	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 31 March 2021			7446	No of Employees at 31 March 2021			3944	No of Employees at 31 March 2021			4513	No of Employees at 31 March 2021			15903
For the financial year 2020/21, the average days lost per employee equates to 9.9 days.															

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021

Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	3.2	4.0	3.1	April	5.4	4.4	5.3	April	5.0	4.3	5.0	April	4.1	4.0	4.4
May	2.8	3.6	2.4	May	6.0	5.1	4.3	May	5.5	4.9	4.0	May	4.2	4.4	3.1
June	3.8	3.9	1.6	June	5.8	5.5	4.0	June	5.5	5.3	3.6	June	4.3	4.4	2.7
July	4.3	3.9	1.8	July	4.5	4.3	3.6	July	4.4	4.3	3.4	July	3.4	3.4	2.3
August	4.8	4.0	1.7	August	5.3	5.1	4.9	August	5.2	4.9	4.4	August	3.6	3.7	3.1
September	6.0	2.9	1.6	September	6.2	5.9	5.8	September	6.2	5.4	5.1	September	4.4	4.5	4.2
October	3.8	3.4	3.1	October	5.8	5.9	6.3	October	5.5	5.5	5.8	October	4.4	4.6	4.8
November	4.8	4.8	3.6	November	6.2	6.6	7.1	November	6.0	6.4	6.6	November	5.1	5.5	5.8
December	4.1	5.4	3.1	December	6.0	7.0	6.4	December	5.7	6.8	5.9	December	4.8	5.7	5.6
January	3.4	4.1	3.4	January	6.1	6.6	6.0	January	5.6	6.2	5.6	January	4.9	5.3	4.8
February	4.1	3.8	2.8	February	6.3	7.1	6.5	February	5.9	6.6	5.9	February	5.2	5.6	4.8
March	4.8	4.5	2.6	March	5.6	7.1	6.8	March	5.5	6.7	6.2	March	4.9	6.2	4.9
Annual Average	4.2	4.0	2.6	Annual Average	5.8	5.9	5.6	Annual Average	5.5	5.6	5.1	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.2	4.0	2.6	Average Apr-Mar	5.8	5.9	5.6	Average Apr-Mar	5.5	5.6	5.1	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 31 March 2021			553	No of Employees at 31 March 2021			2842	No of Employees at 31 March 2021			3395	No of Employees at 31 March 2021			15903
For the financial year 2020/21, the average days lost per employee equates to 12.8 days.															

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021

Education Resources

Education Resources															
APT&C				Teachers				Resource Total				Council Wide			
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	4.1	3.5	3.9	April	1.9	2.9	2.9	April	2.8	3.2	3.3	April	4.1	4.0	4.4
May	4.5	4.2	2.2	May	2.1	3.2	1.4	May	3.1	3.6	1.8	May	4.2	4.4	3.1
June	4.4	3.8	1.8	June	2.3	2.7	0.9	June	3.2	3.2	1.3	June	4.3	4.4	2.7
July	2.4	2.4	1.3	July	1.0	1.2	0.5	July	1.6	1.7	0.9	July	3.4	3.4	2.3
August	2.7	2.8	2.7	August	1.2	1.3	1.2	August	1.8	2.0	1.8	August	3.6	3.7	3.1
September	4.1	4.3	4.8	September	2.2	2.5	2.7	September	3.0	3.3	3.6	September	4.4	4.5	4.2
October	4.7	4.5	5.4	October	2.2	2.6	3.2	October	3.2	3.5	4.1	October	4.4	4.6	4.8
November	5.7	5.8	6.6	November	3.5	3.8	4.6	November	4.4	4.7	5.5	November	5.1	5.5	5.8
December	5.4	5.5	6.5	December	3.1	3.8	4.7	December	4.1	4.6	5.5	December	4.8	5.7	5.6
January	5.1	5.1	4.8	January	3.3	3.4	2.7	January	4.1	4.2	3.6	January	4.9	5.3	4.8
February	5.3	5.7	4.7	February	4.0	3.8	2.5	February	4.5	4.6	3.5	February	5.2	5.6	4.8
March	5.0	7.1	5.6	March	3.9	4.8	2.9	March	4.4	5.8	4.1	March	4.9	6.2	4.9
Annual Average	4.5	4.6	4.2	Annual Average	2.6	3.0	2.5	Annual Average	3.4	3.7	3.3	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.5	4.6	4.2	Average Apr-Mar	2.6	3.0	2.5	Average Apr-Mar	3.4	3.7	3.3	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 31 March 2021			3200	No of Employees at 31 March 2021			3944	No of Employees at 31 March 2021			7144	No of Employees at 31 March 2021			15903

For the financial year 2020/21, the average days lost per employee equates to 7.8 days.

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021

Finance and Corporate Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	3.1	3.5	3.5	April	8.6	7.1	8.5	April	3.2	3.6	3.6	April	4.1	4.0	4.4				
May	3.3	3.2	2.3	May	0.4	0.0	16.0	May	3.2	3.2	2.4	May	4.2	4.4	3.1				
June	2.5	3.3	1.9	June	0.0	0.5	7.4	June	2.5	3.2	1.9	June	4.3	4.4	2.7				
July	2.9	3.3	2.0	July	0.0	2.4	3.5	July	2.9	3.2	2.0	July	3.4	3.4	2.3				
August	2.8	3.6	1.8	August	0.4	5.9	12.1	August	2.8	3.6	2.0	August	3.6	3.7	3.1				
September	3.1	3.3	2.3	September	0.0	3.5	13.4	September	3.0	3.3	2.4	September	4.4	4.5	4.2				
October	3.6	3.7	3.2	October	0.0	3.6	10.2	October	3.6	3.7	3.3	October	4.4	4.6	4.8				
November	4.6	3.9	3.1	November	0.0	2.6	11.4	November	4.6	3.8	3.2	November	5.1	5.5	5.8				
December	3.8	4.6	2.7	December	0.0	1.3	11.4	December	3.8	4.5	2.8	December	4.8	5.7	5.6				
January	3.6	3.9	2.8	January	0.0	0.0	7.0	January	3.5	3.9	2.8	January	4.9	5.3	4.8				
February	3.7	4.1	3.5	February	2.3	7.6	0.0	February	3.6	4.1	3.5	February	5.2	5.6	4.8				
March	3.2	4.5	3.5	March	9.8	4.6	0.0	March	3.3	4.5	3.5	March	4.9	6.2	4.9				
Annual Average	3.4	3.7	2.7	Annual Average	1.8	3.3	8.4	Annual Average	3.3	3.7	2.8	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	3.4	3.7	2.7	Average Apr-Mar	1.8	3.3	8.4	Average Apr-Mar	3.3	3.7	2.8	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				956	No of Employees at 31 March 2021				10	No of Employees at 31 March 2021				966	No of Employees at 31 March 2021				15903
For the financial year 2020/21, the average days lost per employee equates to 6.4 days.																			

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021

Housing & Technical Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	3.9	3.9	4.1	April	6.5	6.7	3.5	April	4.9	5.0	3.8	April	4.1	4.0	4.4				
May	3.6	4.2	2.8	May	6.5	5.1	2.0	May	4.8	4.5	2.5	May	4.2	4.4	3.1				
June	4.0	4.8	3.2	June	6.2	5.0	2.0	June	4.9	4.9	2.7	June	4.3	4.4	2.7				
July	3.7	4.1	2.7	July	6.3	5.4	2.7	July	4.8	4.6	2.7	July	3.4	3.4	2.3				
August	4.1	4.0	2.5	August	5.5	5.7	3.4	August	4.6	4.7	2.8	August	3.6	3.7	3.1				
September	4.5	4.4	2.1	September	6.2	5.8	3.3	September	5.2	5.0	2.6	September	4.4	4.5	4.2				
October	4.3	4.3	2.9	October	5.9	6.6	3.9	October	4.9	5.2	3.3	October	4.4	4.6	4.8				
November	4.8	5.5	3.7	November	6.5	6.1	5.6	November	5.5	5.7	4.5	November	5.1	5.5	5.8				
December	4.4	5.2	3.3	December	6.5	6.3	4.8	December	5.3	5.6	3.9	December	4.8	5.7	5.6				
January	4.2	5.8	3.5	January	7.0	5.9	4.4	January	5.3	5.8	3.9	January	4.9	5.3	4.8				
February	4.2	5.8	3.2	February	6.6	5.7	4.7	February	5.2	5.8	3.8	February	5.2	5.6	4.8				
March	4.2	5.1	3.1	March	7.3	6.5	4.5	March	5.5	5.7	3.6	March	4.9	6.2	4.9				
Annual Average	4.2	4.8	3.1	Annual Average	6.4	5.9	3.7	Annual Average	5.1	5.2	3.3	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	4.2	4.8	3.1	Average Apr-Mar	6.4	5.9	3.7	Average Apr-Mar	5.1	5.2	3.3	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				893	No of Employees at 31 March 2021				566	No of Employees at 31 March 2021				1459	No of Employees at 31 March 2021				15903
For the financial year 2020/21, the average days lost per employee equates to 8.1 days.																			

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021

Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	5.3	5.0	5.5	April	6.2	6.9	10.2	April	5.6	5.6	7.1	April	4.1	4.0	4.4				
May	5.1	5.6	4.4	May	6.2	7.7	8.1	May	5.4	6.3	5.7	May	4.2	4.4	3.1				
June	5.2	5.8	3.9	June	6.3	6.9	7.6	June	5.6	6.2	5.2	June	4.3	4.4	2.7				
July	5.2	5.1	3.7	July	6.4	7.7	6.3	July	5.6	5.9	4.6	July	3.4	3.4	2.3				
August	5.0	5.9	4.4	August	5.9	6.7	6.7	August	5.3	6.2	5.2	August	3.6	3.7	3.1				
September	5.0	6.2	5.4	September	6.1	6.8	7.5	September	5.4	6.4	6.1	September	4.4	4.5	4.2				
October	5.7	6.1	5.9	October	5.6	6.5	8.2	October	5.6	6.2	6.7	October	4.4	4.6	4.8				
November	5.4	6.8	6.6	November	5.3	6.8	8.9	November	5.4	6.8	7.4	November	5.1	5.5	5.8				
December	5.1	6.9	6.5	December	6.9	8.7	10.3	December	5.7	7.5	7.7	December	4.8	5.7	5.6				
January	5.2	6.2	5.8	January	8.4	9.5	13.1	January	6.2	7.3	8.3	January	4.9	5.3	4.8				
February	5.5	6.8	5.1	February	8.5	8.8	12.6	February	6.5	7.5	7.6	February	5.2	5.6	4.8				
March	5.4	6.8	4.6	March	6.5	8.5	10.6	March	5.8	7.4	6.6	March	4.9	6.2	4.9				
Annual Average	5.3	6.1	5.2	Annual Average	6.5	7.6	9.2	Annual Average	5.7	6.6	6.5	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	5.3	6.1	5.2	Average Apr-Mar	6.5	7.6	9.2	Average Apr-Mar	5.7	6.6	6.5	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				1844	No of Employees at 31 March 2021				1095	No of Employees at 31 March 2021				2939	No of Employees at 31 March 2021				15903
For the financial year 2020/21, the average days lost per employee equates to 14.2 days.																			

ABSENCE BY LONG AND SHORT TERM										Appendix 7
From: 1 January 2021 - 31 March 2021										
		January 2021			February 2021			March 2021		
Resource	No of employees	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	3395	2.0	3.6	5.6	1.9	4.0	5.9	1.8	4.4	6.2
Education	7144	0.9	2.7	3.6	0.7	2.8	3.5	1.3	2.8	4.1
Finance and Corporate	966	1.2	1.6	2.8	1.0	2.5	3.5	1.3	2.2	3.5
Housing & Technical	1459	1.4	2.5	3.9	0.9	2.9	3.8	1.0	2.6	3.6
Social Work	2939	2.6	5.7	8.3	1.9	5.7	7.6	1.3	5.3	6.6
Council Overall for January 2021 - March 2021	15903	1.5	3.3	4.8	1.2	3.6	4.8	1.4	3.5	4.9

ATTENDANCE MONITORING

Absence Classification

From : 1 March - 31 March 2021

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1277	28	833	13	69	10	342	30	670	18	3191	19
Psychological	1462	32	2678	43	259	38	294	26	1293	36	5986	37
Stomach, Bowel, Blood, Metabolic Disorders	384	8	503	8	17	2	143	13	271	7	1318	8
Respiratory	628	14	802	13	164	24	159	14	650	18	2403	15
Other Classification	885	19	1465	23	178	26	200	18	740	20	3468	21
Total Days Lost By Resource	4636	100	6281	100	687	100	1138	100	3624	100	16366	100
Total Work Days Available	75211		151762		19586		31247		55323			

From : 1 March - 31 March 2020

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1376	28	1206	15	139	16	459	27	947	24	4127	21
Psychological	1293	26	2301	28	249	28	417	25	1350	34	5610	29
Stomach, Bowel, Blood, Metabolic Disorders	330	7	631	8	115	13	233	14	255	6	1564	8
Respiratory	864	18	2240	28	167	19	359	21	618	15	4248	22
Other Classification	1024	21	1767	22	207	24	215	13	850	21	4063	21
Total Days Lost By Resource	4887	100	8145	100	877	100	1683	100	4020	100	19612	100
Total Work Days Available	73219		140445		19406		29660		54292			

*WDL = Work Days Lost

OCCUPATIONAL HEALTH REPORTS

FROM: 1 January 2021 - 31 March 2021 comparison with 1 January 2020 - 31 March 2020

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Jan-Mar 2021)	93	38	42	15	58	145	391
TOTAL (Jan-Mar 2020)	107	52	49	18	70	136	432

No of Employees Referred For Physiotherapy				No of Employees Referred To Employee Support Officer				No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE		Jan-Mar 2020	Jan-Mar 2021	RESOURCE		Jan-Mar 2020	Jan-Mar 2021	RESOURCE	Jan-Mar 2020	Jan-Mar 2021
Community and Enterprise		141	82	Community and Enterprise		108	106	Community and Enterprise	5	3
Education (Teachers)		77	57	Education		220	169	Education	9	9
Education (Others)		103	62	Finance and Corporate		17	25	Finance and Corporate	0	0
Finance and Corporate		29	19	Housing and Technical		39	26	Housing and Technical	6	1
Housing and Technical		71	32	Social Work		109	82	Social Work	9	6
Social Work		140	115	TOTAL		493	408	Not Disclose	28	13
TOTAL		561	367					TOTAL	57	32

	Analysis of Counselling Referrals by Cause											
	Reason											
	Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total	
	M	S	M	S	M	S	M	S	M	S	M	S
TOTAL (Jan-Mar 2021)	14	0	0	0	79	0	20	0	9	0	122	0
TOTAL (Jan-Mar 2020)	32	0	0	0	101	0	44	0	14	0	191	0
								Total Referrals (Jan-Mar 2021)				122
								Total Referrals (Jan-Mar 2020)				191

M = MANAGEMENT REFERRAL S = SELF REFERRAL

ANALYSIS OF ACCIDENTS/INCIDENTS
Comparison
CAUSE OF ACCIDENTS/INCIDENTS TO EMPLOYEES

FROM: 1 January 2021 - 31 March 2021 comparison with 1 January 2020 - 31 March 2020

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Specified Injury	0	0	0	0	0	0	0	0	1	1	1	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	0	0	0	0	0	0	0	0	1	1	1	1
Over 7-day	21	9	1	2	0	0	0	2	6	3	28	16
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 7-day**	21	9	1	2	0	0	0	2	6	3	28	16
Over 3-day	3	1	1	0	0	0	0	0	0	0	4	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 3-day**	3	1	1	0	0	0	0	0	0	0	4	1
Minor	53	26	23	8	0	0	5	5	36	13	117	48
Near Miss	8	3	2	0	0	0	1	0	1	0	12	3
Violent Incident: Physical	5	3	252	301	0	0	1	0	23	5	281	308
Violent Incident: Verbal	3	1	16	25	0	1	0	0	9	2	28	30
Total Minor***	69	33	293	334	0	1	6	5	69	20	438	389
Total Accidents/Incidents	93	43	295	336	0	1	7	7	76	24	471	407

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

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

*** A minor injury is an injury not covered by " Over 7-day", "Over 3-day" or "Specified".

RECORD OF DISCIPLINARY HEARINGS

FROM: 1 January 2021 - 31 March 2021 comparison with 1 January 2020 - 31 March 2020

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
	APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
COMMUNITY AND ENTERPRISE	0	7	N/A	7	0	0	N/A	0	0	7	N/A	7	2	3	2	71%
HOUSING & TECHNICAL	1	1	N/A	2	0	0	N/A	0	1	1	N/A	2	1	0	1	50%
SOCIAL WORK	2	1	N/A	3	0	0	N/A	0	2	1	N/A	3	1	2	0	100%
TOTAL (Jan-Mar 2021)	3	9	0	12	0	0	0	0	3	9	0	12	4	5	3	75%
TOTAL (Jan-Mar 2020)	9	21	3	33	1	0	0	1	8	21	3	32	14	5	14	58%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
TOTAL (Jan-Mar 2021)	0	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0
TOTAL (Jan-Mar 2020)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

*Resources nil responses are not included in figures

N.B. Non-White employees refers to those employees who have indicated that they are:- Any other mixed background, Indian, Pakistani, Bangladeshi, Chinese, Any other Asian background, Caribbean, African and any other black background.

APPEAL'S PANEL

FROM: 1 January - 31 March 2021

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	1	0	0	1	2	1

RECORD OF GRIEVANCES**FROM: 1 January 2021 - 31 March 2021 comparison with 1 January 2020 - 31 March 2020**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Jan-Mar 2021)	0	0	0	0	0
TOTAL (Jan-Mar 2020)	2	0	2	0	0

DIGNITY AT WORK**FROM: 1 January 2021 - 31 March 2021 comparison with 1 January 2020 - 31 March 2020**

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
TOTAL (Jan-Mar 2021)	0	0	0	0	0	0
TOTAL (Jan-Mar 2020)	1	0	0	0	0	1

				Appendix 12b	
REFERRALS FOR WORKPLACE MEDIATION					
As at March 2021					
WORKPLACE MEDIATION	Jan-21	Feb-21	Mar-21		
No of Referrals	0	0	0		
*No of Successful Cases	0	0	0		
*No of Unsuccessful Cases	0	0	0		
No of cases unsuitable for mediation	0	0	0		
WORKPLACE MEDIATION	Jan-20	Feb-20	Mar-20		
No of Referrals	0	0	0		
*No of Successful Cases	0	0	0		
*No of Unsuccessful Cases	0	0	0		
No of cases unsuitable for mediation	0	0	0		
*successful/unsuccessful case outcomes may be shown outwith the month they were referred.					

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

EXIT INTERVIEWS (Jan-Mar 2021)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	0	2	1	1	6	10	36
POOR RELATIONSHIPS WITH MANAGERS /	1	1	0	0	1	3	11
TRAVELLING DIFFICULTIES	0	0	0	0	1	1	4
MOVING OUTWITH AREA	0	1	0	0	0	1	4
FURTHER EDUCATION	0	1	0	0	0	1	4
CHILD CARING / CARING RESPONSIBILITIES	1	0	0	0	0	1	4
OTHER	4	4	0	0	3	11	39
NUMBER OF EXIT INTERVIEWS CONDUCTED	6	9	1	1	11	28	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	24	34	3	6	38	105	
% OF LEAVERS INTERVIEWED	25	26	33	17	29	27	

EXIT INTERVIEWS (Jan-Mar 2020)

NUMBER OF EXIT INTERVIEWS CONDUCTED	5	11	3	3	14	36	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	30	47	10	10	38	135	
% OF LEAVERS INTERVIEWED	17	23	30	30	37	27	

* Note these totals include temporary employees

															Appendix 13a
January to March 2021	Number of leavers		Replace Employee		Filling on a temp basis		Plan to transfer this budget to another post		End of fixed term post		Leave vacant pending savings or service review		Plan to remove for Savings		
Resource	Total FTE*	Total H/C**	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	
Community & Enterprise	32.39	70.00	31.98	69.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.41	1.00	
Education	50.45	71.00	50.04	70.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.41	1.00	
Finance & Corporate	3.11	4.00	1.74	2.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.37	1.00	
Housing & Technical	11.65	13.00	11.65	13.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Social Work	51.54	67.00	51.54	67.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total	149.14	225	146.95	221	0.00	0	0.00	0	1.00	1	0.00	0	1.19	3	
Cumulative Total	734.52	1061	662.9	982	0.49	1	1.1	3	66.84	70	1	1	2.19	4	
* Full time equivalent															
** Head count/number of employees															

RECRUITMENT MONITORING
Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 January 2021 - 31 March 2021

Total Number of applications received:	4748
Total Number of Equal Opportunities Monitoring forms received:	4662
Total Number of posts recruited for:	819
Total Number of appointments:	606

Gender / Disability / Age	Applied	Interviewed	Appointed
Total EO Forms Received	4662	1518	547
Total No of Male Applicants	1804	594	223
Total No of Female Applicants	2835	922	324
Total No of Disabled Applicants	231	97	15
Total No of applicants aged under 50	3734	1212	455
Total No of applicants aged over 50	887	292	88
Total No of White applicants	4378	1425	533
Total No of Black/Ethnic minority applicants*	205	68	9
Total No of Veteran applicants	30	10	0

FROM : 1 January 2020 - 31 March 2020

Total Number of applications received:	4207
Total Number of Equal Opportunities Monitoring forms received:	4154
Total Number of posts recruited for:	237
Total Number of appointments:	794

Gender / Disability / Age	Applied	Interviewed	Appointed
Total EO Forms Received	4154	1744	750
Total No of Male Applicants	976	368	89
Total No of Female Applicants	3169	1374	658
Total No of Disabled Applicants	194	99	23
Total No of applicants aged under 50	3399	1432	624
Total No of applicants aged over 50	730	300	120
Total No of White applicants	3758	1668	723
Total No of Black/Ethnic minority applicants*	175	64	24
Total No of Veteran applicants	9	5	0

*Black/Ethnic Minority applicants includes Mixed, Asian, Black and other backgrounds.

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 13 March 2021

Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent									
	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3092	1204	246	189	1453	2146.11	1.00	1420.89	415.11	238.06	46.05	16.00	4.00	5.00	0.00
Education - Others	3003	141	81	563	2218	2173.08	1.00	1080.74	824.42	138.29	49.04	12.06	4.00	58.73	4.80
Education - Teachers	3845	685	71	2311	778	3515.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	3509.40
Finance & Corporate Resources	870	200	16	349	305	768.49	2.00	112.37	338.88	227.40	55.54	25.30	6.00	1.00	0.00
Housing & Technical	1311	837	26	320	128	1254.48	1.00	211.81	632.16	366.05	31.46	10.00	2.00	0.00	0.00
Social Work Resources	2773	210	200	989	1374	2408.42	1.00	1252.14	556.49	546.79	24.00	26.00	2.00	0.00	0.00
						8750.58	(excluding Teachers)								
Total All Staff	14894	3277	640	4721	6256	12265.58	6.00	4077.95	2767.06	1516.59	206.09	90.36	18.00	69.33	3514.20

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 12 December 2020

Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent									
	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3158	1280	228	190	1460	2218.48	1.00	1498.73	417.50	230.20	46.05	16.00	4.00	5.00	0.00
Education - Others	2891	138	80	518	2155	2092.10	1.00	1027.84	794.54	139.45	50.04	12.60	4.00	57.83	4.80
Education - Teachers	3861	692	69	2329	771	3534.60	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	3529.00
Finance & Corporate Resources	870	200	16	351	303	769.35	2.00	111.50	340.25	228.96	54.54	25.10	6.00	1.00	0.00
Housing & Technical	1308	833	28	321	126	1252.81	1.00	214.51	630.57	363.27	31.46	10.00	2.00	0.00	0.00
Social Work Resources	2783	213	203	983	1384	2419.92	1.00	1259.30	551.60	558.02	24.00	24.00	2.00	0.00	0.00
						8752.66	(excluding Teachers)								
Total All Staff	14871	3356	624	4692	6199	12287.26	6.00	4111.88	2734.46	1519.90	206.09	88.70	18.00	68.43	3533.80

Report

9

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

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

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of Revenue Collection performance for financial year 2020/2021 to 31 March 2021
- ◆ advise Committee of performance regarding the Business Rates Incentivisation Scheme (BRIS) for financial year 2020/2021 to 31 March 2021
- ◆ seek approval for write offs

2. Recommendation(s)

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

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

◆ Council Tax	£248,067.75
◆ Sundry Debt	£178,791.07
◆ Housing Rent and associated charges	£188,403.58
◆ Rent for Homeless Accommodation	£750,913.64

3. Background

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

4. Covid-19 Impact

4.1. Collection across all income streams has been impacted upon by the temporary cessation of recovery action for the first four months of 2020/2021 due to the Covid-19 pandemic. Specifically, as previously briefed to elected members, no statutory recovery and sheriff officer activity took place between April 2020 and July 2020 in relation to Council Tax for both the current year and arrears years. The health crisis has also seen financial support provided via Council Tax Reduction increase by over 11% this financial year.

4.2. Statutory recovery in the form of reminders commenced at the end of July 2020, with recovery action for all income streams also commencing from this date.

- 4.3. In light of the impact of the health crisis, collection targets for 2020/2021 were reviewed and these targets are consistent with those in the Resource Plan for 2020/2021 and are detailed below.

5. Current Collection Performance

- 5.1. The first table in Appendix 1 presents the collection performance for Council Tax, NDR and Sundry Debts for financial year 2020/2021.
- 5.2. The annual Council Tax collection target for 2020/2021 was set at 93.7%. A Council Tax collection rate of 94.89% was achieved, ahead of target by 1.19% but behind comparable performance in 2020/2021 by 0.47%.
- 5.3. Council Tax performance is now reported nationally on a “line by line” basis, which adjusts for the impact of Scottish Water billing and collection. For information, the equivalent level of Council Tax collection for 2020/2021 when Scottish Water debts are removed is 95.55%, behind comparable performance achieved in 2019/2020 by 0.31%.
- 5.4. A Non-Domestic Rates (NDR) collection target of 96.0% was set for 2020/2021. A NDR collection rate of 96.8% was achieved, ahead of target by 0.8% but behind comparable performance in 2019/2020 by 1.8%. In addition to the impact of the health crisis, the final collection rate was impacted upon by late entries to the NDR register by the Assessor.
- 5.5. The 2020/2021 annual target for Sundry Debt collection was set at 90.0%. A Sundry Debt collection rate of 97.8% was achieved, ahead of target by 7.8% but behind comparable performance in 2019/2020 by 0.2%.

6. Arrears Collection Performance

- 6.1. Arrears collection performance for Council Tax, NDR and Sundry Debt is presented in the second table of Appendix 1.
- 6.2. The 2020/2021 arrears annual target for Council Tax was set at £2.500 million, with collection of £3.507 million, ahead of target by £1.007 million (40.3%) and ahead of comparable performance in 2019/2020 by £0.014 million.
- 6.3. The 2020/2021 arrears target for NDR was set at £0.500 million, with collection of £0.907 million, ahead of target by £0.407 million (81.2%) but behind comparable performance in 2019/2020 by £0.228 million.
- 6.4. The 2020/2021 arrears target for Sundry Debt was set at £7.371 million, with collection of £7.613 million, ahead of target by £0.242 million (3.3%) but behind comparable performance in 2019/2020 by 7.3%.

7. Business Rates Incentivisation Scheme

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

- 7.2. The Scottish Government sets annual targets for growth (buoyancy) and councils who achieve their target retain 50% of the additional income generated above the target. The buoyancy target is a measure of the increase in the total rateable value of the non-domestic properties on the Valuation Roll (including certain categories of public undertakings).
- 7.3. Given the impact of the Covid-19 health crisis, the annual buoyancy target for South Lanarkshire Council in 2020/2021 has still to be confirmed (the final target was 1.0% in 2019/2020). Further guidance and information is awaited from the Scottish Government.
- 7.4. BRIS performance is monitored closely and reported to Committee on a quarterly basis. Buoyancy for 2020/2021 has seen a reduction of 0.34%. This represents a reduction of 2.10% when compared to 2019/2020.

8. Proposals for Write Off

- 8.1. Approval for write off of the following irrecoverable debts is requested from Committee. The Council has the power to write off accounts where the debtor is deceased, sequestrated, in liquidation or the debt is prescribed or where the debt is deemed uneconomical to pursue.
- 8.2. The proposed write off of Council Tax accounts dating from 1993/1994 to 2020/2021 totals £248,067.75, relating mainly to prescribed debt, sequestrations and estates of the deceased.
- 8.3. Following consultation and agreement with Resources, the proposed write off of Sundry Debt totals £178,791.07.
- 8.4. Approval is sought for the write off of former tenant rent arrears of £123,805.28 and Housing Benefit Overpayments of £64,598.30.
- 8.5. Approval is sought for the write off of arrears for former occupants of homeless temporary accommodation of £750,913.64. The value of the proposed write-off is fully provided for by Housing Services with further write-offs expected as outstanding accounts continue to be reviewed.
- 8.6. A full list of all debts proposed for write off is held by the Executive Director (Finance and Corporate Resources).

9. Employee Implications

- 9.1. None.

10. Financial Implications

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

11. Climate Change, Sustainability and Environmental Implications

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

12. Other Implications

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

13. Equalities Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

12 May 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Finance and Corporate Resources Committee, 17 March 2021

List of Background Papers

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

Contact for Further Information

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

Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

E-mail: craig.fergusson@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL
REVENUES COLLECTION
FOR PERIOD ENDING 31 MARCH 2021

	Annual Cash Budget £000's	Budget Target to 31/03/21 £000's	Actual to 31/03/21 £000's	Variance to 31/03/21 £000's		% Variance to annual budget	Notes
FINANCIAL YEAR 2020/2021							
Council Tax	133,972	133,972	135,680	1,708	over	1.19%	
Non-Domestic Rates	297,168	297,168	299,575	2,407	over	0.8%	
Sundry Debt	101,890	101,890	110,705	8,815	over	7.8%	
ARREARS							
Council Tax	2,500	2,500	3,507	1,007	over	40.3%	
Non-Domestic Rates	500	500	907	407	over	81.2%	
Sundry Debt	7,371	7,371	7,613	242	over	3.3%	

Report

10

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources Resources)

Subject:	Common Good - Update
----------	-----------------------------

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval for funding of £8,000 from the Biggar Common Good Fund for the installation of 4 lighting units along the path between Campsie's Garage on Coulter Road and the Boghall Estate
- ◆ provide an update on the cyclical spend currently committed against the Common Good Repairs and Maintenance budget for Lanark, specifically in respect of the dampness at the Tolbooth, Lanark
- ◆ provide an update on the Lanark Loch project

2. Recommendation(s)

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

- (1) that £8,000 of Biggar Common Good Funding for the installation of 4 lighting units along the path between Campsie's Garage on Coulter Road and the Boghall Estate (section 4), be approved;
- (2) that £10,180 of the £15,000 Lanark Repairs and Maintenance budget to be spent on the Tolbooth (section 5), be noted; and
- (3) that the update on the Lanark Loch project (section 6), be noted.

3. Background

- 3.1. The Common Good is a fund of money/assets and is administered by a Scottish local authority in respect of each former burgh within the area of the local authority.
- 3.2. Common Good property is administered separately from other local authority assets for accounting purposes. What the authority can do with the assets is subject to a system of statutory control. This control has the potential to limit the extent to which the authority can dispose of or deal with the asset and on what terms.
- 3.3. The Common Good funds held within South Lanarkshire Council are Lanark, Biggar, Hamilton and Rutherglen. Accounts are prepared on an annual basis, as part of the Council's year end process. The Accounts for 2020/2021 will be presented to this Committee in September 2021.
- 3.4. The Common Good Accounts in Lanark and Hamilton hold a number of properties. A proactive approach to maintenance supports the viability of these assets and reduces the Council's risk to greater liability in the future.

- 3.5. The Finance and Corporate Resources Committee, at its meeting on 2 October 2013, approved an annual cyclical maintenance plan of £15,000 for both Lanark and Hamilton Common Good properties. The Executive Director (Finance and Corporate Resources) has delegated authority to approve maintenance work up to the value of £15,000 for each fund. If inspections highlight requirements to undertake investment which would be beyond routine maintenance, this will be considered separately for approval and will be the subject of a report to this Committee.
- 3.6. This report will provide background on the request for funding from Biggar Common Good Fund (section 4) and will provide an up-to-date position on the planned maintenance for Lanark Common Good (section 5). An update in relation to the works carried out at Lanark Loch will be provided at section 6.
- 4. Biggar Common Good – Request for funds for Lighting Installation**
 - 4.1. A request for funding from the Biggar Common Good fund for additional lighting units has been made by a member of the public in respect of poor lighting on the path between Campsie's Garage on Coulter Road and the Boghall Estate. Finance and Corporate Resources has consulted with Local Members and Biggar Community Council on the proposal to fund the lighting from the Biggar Common Good Fund at a cost of £8,000.
 - 4.2. Biggar Community Council arranged a consultation with the public of Biggar and 84% of those consulted were in support of the use of funds.
 - 4.3. As at 31 March 2021, Biggar Common Good fund has a value of £0.033 million. Biggar Common Good has no assets to maintain, so it is proposed that funds are used to install 4 lighting units on the footpath between Campsie's Garage on Coulter Road and the Boghall Estate.
- 5. Lanark Common Good – Works to address dampness at the Tolbooth, Lanark**
 - 5.1. There is an issue of dampness within the Tolbooth building in Lanark. Housing and Technical Resources arranged for a site visit from a contractor which has identified a number of remedial works.
 - 5.2. The estimated cost of the works is £10,180 which will be funded from the £15,000 Lanark Common Good allocation for Repairs and Maintenance for 2021/2022. This is the only commitment to date from the 2021/2022 Repairs and Maintenance budget, leaving a remaining budget of £4,820.
- 6. Lanark Loch Project Update**
 - 6.1. The works are now complete at Lanark Loch. Changes to the original scope of works were required, which included a change to the repair method of the damaged scour valve and due to unforeseen ground conditions, the contractor was required to change the retaining wall design. The costs associated with these changes are currently being assessed however, the costs will still remain within the budget allocated. An update on the final costs of the project will be provided to the next Committee in September 2021.
- 7. Employee Implications**
 - 7.1. None.
- 8. Financial Implications**
 - 8.1. All costs identified will be met from the Common Good funds held within both Biggar and Lanark.

9. Climate Change, Sustainability and Environmental Implications

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

10. Other Implications

- 10.1. The ongoing repairs and maintenance support the viability of Common Good assets and reduces the Council's risk to increased liabilities in the future.

11. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

4 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Finance and Corporate Resources Committee, 2 October 2013
- ◆ Finance and Corporate Resources Committee, 19 August 2020
- ◆ Finance and Corporate Resources Committee, 20 January 2021

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

Ext: 5637 (Tel: 01698 455637)

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

Report

11

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **2021/2022 Information and Communication Technology (ICT) Asset Management Plan**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee on the outcomes of the 2021/2022 Information and Communication Technology (ICT) Asset Management Plan

2. Recommendation(s)

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

- (1) that the contents of the report be noted; and
- (2) that the Information and Communication Technology (ICT) Asset Management Plan for 2021/2022 be approved.

3. Background

3.1. The Executive Committee, at its meeting held on 22 September 2010, approved the implementation of an extended model for Corporate Asset Management from 2011. This included developing Asset Plans across a number of service areas, in line with CiPFA guidance, and summarised, under an overarching Corporate Asset Management Plan, which demonstrates how each area supports corporate objectives. The Service Areas are Property, Housing, ICT, Roads Infrastructure and Fleet.

3.2. The ICT Asset Management Plan aims to put in place effective ICT asset management processes which enable high quality ICT services to be provided to meet the needs of the Council.

4. Outcomes of the 2021/2022 ICT Asset Management Plan

4.1. The ICT Asset Management Plan outlines the priorities and strategies required to develop and support the ICT asset estate which is in place to support the business objectives of the Council whilst ensuring business continuity. The plan highlights the key actions planned for the year ahead, ensuring that the Council's ICT Assets are fit for purpose.

4.2. A major programme to migrate all desktop and laptop PCs to Windows 10 will conclude during the year. In addition, desktop and laptop PCs running older versions of Windows 10 will be upgraded.

- 4.3. The Caird datacentre is scheduled to close in December 2021 and all SLC computer hardware will be migrated to an external supplier by that date. The Asset Management Plan for 2021/2022 has taken account of this and some equipment, including computer servers and storage which would normally have been replaced will not be refreshed prior to migration.
- 4.4. Ongoing upgrades to the Council's data network will include the replacement of network access switches which are nearing end of life, upgrade of lines to increase capacity and bandwidth, and replacement of firewalls and wireless access points to maintain and enhance data security.
- 4.5. A number of small telephone systems are reaching end of life/support, a replacement programme has been established.
- 4.6. For application software, upgrades of end-of-life software will be scheduled and implemented.
- 4.7. Mobile phones running older versions of Android operating system will be refreshed.
- 4.8. The Information and Communication Technology Asset Management Plan for 2021/2022 is attached at Appendix 1.

5. Employee Implications

- 5.1. There are no employee implications.

6. Financial Implications

- 6.1. The details of the plans will influence future investment decisions and capital bids, but there are no direct Financial Implications from the production of the Asset Management Plan.

7. Climate Change, Sustainability and Environmental Implications

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

8. Other Implications

- 8.1. There are no significant issues in terms risk.

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. The statutory Consultation Authorities have confirmed that the Asset Management Plan is exempt from Strategic Environmental Assessment as its implementation will have minimal effect in relation to the environment.

Paul Manning
Executive Director (Finance and Corporate Resources)

12 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Work with Communities and Partners to Promote High Quality, Thriving and Sustainable Communities

Previous References

- ◆ Finance and Corporate Resources Committee, 19 August 2020

List of Background Papers

- ◆ None

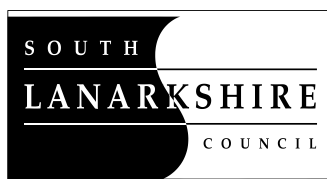
Contact for Further Information

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

Brian Teaz, Head of Information Technology

Ext: 5648 (Tel: 01698 455648)

E-mail: brian.teaz@southlanarkshire.gov.uk



Finance and Corporate Resources

South Lanarkshire Council

Information and Communication Technology Asset Management Plan 2021/22

1. Introduction and contextual statement

1.1 Information Technology Services within Finance and Corporate Resources employs 107 staff and administers a controllable annual budget of £5.69 million.

Information Technology Services operate as a centralised Information and Communication Technology (ICT) service provider for the Council, coordinating and delivering a wide range of services. These include the support and maintenance of PCs and servers, running business applications for all departments including schools. This delivery is supported by Council wide networks including fixed and mobile telephony, electronic mail, training and all internet services.

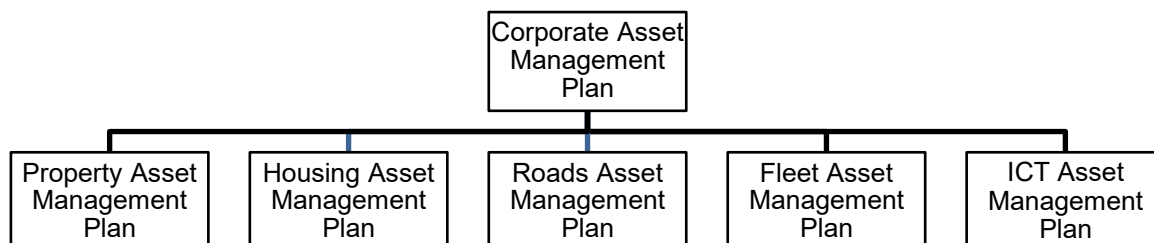
Information Technology has a significant role to play in enabling efficient and effective services throughout the Council. In addition to supporting and enabling the Council's values and objectives, the IT Service will be a key enabler of business transformation through consolidation of information systems and provision of ICT that provides cost benefit to the Council in the longer term.

Technology Services design, manage, implement, and secure all of the Council's hardware investments, including personal computers, associated servers and backup and recovery functions. In addition, the section facilitates availability of the Council's Mail and Internet Services whilst ensuring that the voice and data networks are in place to support all the Council's business.

The IT Business Project Managers and teams are responsible for planning, managing and effectively and efficiently delivering a range of IT projects and programmes. Whilst projects vary in both size and complexity, they will deliver positive business outcomes and transformational change for the Council. These projects are defined and prioritised in the ICT Service Plan 2021/2022. These teams are also responsible for the day-to-day support and maintenance of the Council's business IT systems. This includes the management and resolution of issues, the implementation of requests and minor enhancements and the performance of routine monitoring and maintenance tasks.

IT Service Delivery provide day-to-day service provision to IT Services and supply business management and process control functions. Services provided are the IT Service Centre, IT Support Team, National Entitlement Card Team, Project Management Office, and IT Security.

- 1.2** In 2009, CMT and Executive Committee approved the development of an extended model for Corporate Asset Management. This included developing asset plans across a number of service areas, in line with CiPFA guidance, and summarised, under an overarching Corporate Asset Management Plan, which demonstrates how each area supports corporate objectives. The service areas are Property, Housing, Roads Infrastructure, Fleet and ICT:-



- 1.3** Aims of the ICT Asset Management Plan are:
- To create an effective ICT asset management process
 - To modernise working practices and improve service quality
 - To effectively manage and maintain all the Council's ICT assets.

2. Strategic objectives and priorities

2.1 Link to Finance and Corporate Resource Plan outcomes

The ICT Asset Management Plan feeds into the Resource outcomes of the Finance and Corporate Resource plan.

Delivering the plan and achieving best value

Resource outcome – Digital and ICT services meet the needs of the council and its customers

Action:

- Take forward IT strategic developments

2.2 Links to 2021/22 council ICT priorities

In aligning the Digital and ICT Strategy, operational service delivery and in turn ICT assets to the objectives of the Council, it is important to consider the following:

- The needs of service users to access and receive services in different ways (channels).
- Develop the right blend of channels for digital, mobile and electronic service delivery.
- Maximise availability of information and technology to include as many customers as possible.

It is therefore essential to maintain the current ICT asset estate which is in place to support the business objectives of our customers whilst maintaining a robust solution for business continuity through a disaster recovery strategy.

Objectives and strategies should reflect the needs of users for receiving services through different channels and to address the demands of Local Government in a public sector environment where both capital and revenue funding is reducing.

Therefore, future investment in ICT assets will be challenged by the IT Senior Management Team, the ICT Programme Board, and the Corporate Management Team to meet the following criteria:

- Investment in ICT assets will be closely aligned to council priorities.
- Investment in ICT assets will be sufficient to support statutory requirements.

2.3 Links to sustainability objectives

- 2.3.1 Sustainable Development and Climate Change Strategy – The 2017-2022 strategy proposes the theme – Sustainable Council which considers the Council's own impact on the environment and what they will do with staff and partners to minimise it.

The strategy outcomes of this theme are:

- The Council's carbon emissions are reduced.
- The Council is environmentally responsible in the procurement, use and disposal of resources.
- Climate change duties are further embedded in the delivery of Council services and its collaborations with partners on climate change mitigation and adaption.

IT Services has focussed particularly on improving effective use of energy in our buildings, using our equipment more efficiently and increasing recycling. Also, ICT equipment that has come to end of life is disposed/recycled by an approved supplier who disposes of the equipment following the Waste Electrical and Electronic Equipment Regulations (WEEE) and provides a confirmation of disposal certificate.

- 2.3.2 The Council's Environmental and Sustainable Procurement Policy ensures the process of purchasing goods and services take into account the social, economic and environmental impacts that such purchasing has on people and communities. It is about considering what products are made of, where they have come from, who has made them, how are they transported and how they are eventually disposed of. It may even be about whether the purchase requires to be made at all. In addition to this the tendering process for IT contracts contains contract specific environmental questions in relation to equipment manufacturing, components, recycled content, packaging, transportation, disposal and energy consumption.
- 2.3.3 As part of the Caird exit project, the Council's server and storage estate will be migrated to a modern, energy-efficient datacentre managed by an external provider.

2.4 ICT asset management objectives

Aims and objectives that will seek to ensure that the Council's ICT assets are fit for purpose within current financial constraints.

- ICT assets should meet the needs of those that use them including staff, elected members, pupils, visitors, customers and the general public through the different access channels.
- ICT assets must be safe, secure and comply with current legislative and statutory requirements, for example assets must meet the level of security accreditation required by PSN and Cyber Security Essentials, as well as DSE assessments for users, PAT testing of all electrical ICT assets, compliance with WEEE regulations for disposal of electrical ICT assets, to name a few.
- ICT assets should be environmentally sustainable, meaning the effective and efficient use of assets to reduce energy consumption and in turn CO2 emissions.
- Maximise use of existing ICT assets where possible. Where asset acquisition is necessary there is a robust business case supporting procurement of the asset and where possible a single corporate solution.

3. Current position

3.1 What assets do we have?

3.1.1 ICT assets:

Asset type	Quantity
Desktop and server hardware:	
Servers (Physical and Virtual)	340
Servers (Curricular)	168
Storage	2
Monitors	7404
PCs	2071
PCs (Curricular)	9456
Laptops	4118
Laptops (Curricular)	1947
Tablets	125
Port Replicators	3372
Portable Devices (Curricular)	12348
Networks and communications:	
Comms (ACI) APIC server	3
Comms (ACI) switches	24
Comms FMC	2
Comms Firewall	11
Comms Load Balancers	4
Voice Gateway	4
Voice SIP Gateway (cubes)	4
Comms Wireless (Access Points)	280
Comms Wireless (Security Appliance)	2
Switches - Chassis	13
Switches – Ethernet L2	455
Switches – Ethernet L3	56
Routers - Chassis	1
Routers - Access	23
Routers (IPVPN Broadband)	92
Lines (Exchange)	1736
Lines (Private Circuits)	93
Lines (IPVPN broadband - including backhaul)	93
Network Management	8
Radius Security Appliance	2
Telephone System – Small	218
Telephone System – IP	3
Telephone System – SIP	4
Telephone System – Softphone	2
Mobile Devices	5181
Data centres:	
Air Conditioning Units	23
Fire Suppression System	4
UPS	5
Generator	2
Video Surveillance Equipment	2
Environmental Monitoring System (NETBOTZ)	2
Sprinkler System	1
Leak Detection System	1
Software:	
P1 Applications	138

3.1.2 Caird Data Centre

The Caird data centre houses many of the servers and storage devices which support the Council's major IT systems and much of the telecommunications infrastructure which ensures the connection of all Council sites. The Caird Centre is the primary datacentre for the Council and also hosts ICT systems for other public sector organisations in line with the Efficient Government Agenda for Shared Services.

The Caird data centre represents a significant asset for the Council, in that it was designed and commissioned as a purpose-built environment for ICT equipment. Significant work has been undertaken to improve the fabric of the building and to ensure that the air conditioning, environmental monitoring, secondary power supplies and fire suppressant systems are fit for purpose and meet new regulations.

The Caird data centre is set to close by the end of December 2021 under joint University of the West of Scotland (UWS)/Council plans to re-develop the land currently occupied by the datacentre and the former UWS campus. The Council is in the process of migrating the data centre to premises hosted by DataVita in Chapelhall and will continue to make use of the Caird data centre as its primary data centre until this is completed.

3.1.3 Council HQ and Brandon Gate IT Data Hubs

As part of the move out of the Caird datacentre, the IT data hubs in Council Headquarters and Brandon Gate have been upgraded to accommodate the corporate telephony system and to maintain corporate network resiliency. The two refurbished computer rooms are the two main network hubs for connection to our new Data Centre at Chapelhall.

3.2 How well are they meeting objectives?

All ICT assets have been implemented/installed following business requirements and justification exercises to ensure they meet the needs and objectives of the organisation. As the Information Technology environment continuously changes it is inevitable that some ICT assets will reach end of life and become obsolete.

Software and Hardware assets are continually reviewed to ensure they remain fit for purpose. Specific product versions are monitored, and we work closely with our software and hardware partners on product roadmaps to ensure they remain at a supported level.

Where products are approaching end of life, we will develop proposals for continued use based on risk assessment, upgrade or replacement as appropriate.

At present the majority of ICT assets meet the objectives of the organisation with a minority of assets at end of life and in need of replacement.

4. Performance core facts

Notes to tables below – core facts are categorised using a traffic light system which operates on the basis of:

Green – Good or excellent

Amber – Fair

Red – Poor

4.1 Desktop hardware

IT desktop hardware				
		Asset condition		
Type	Total	Green	Amber	Red
PC	2071	285	341	1445
PC (Curricular)	9456	9456	-	-
Monitor	7404	4239	3165	-
Laptop	4118	2154	1127	837
Laptop (Curricular)	1947	1947	-	-
Tablets	125	-	35	90
Port Replicator	3372	393	2285	694
Portable Devices (Curricular)	12348	12348	-	-

4.2 Server hardware

Server hardware				
		Asset condition		
Type	Total	Green	Amber	Red
Server	340	76	197	67
Server (Curricular)	168	168	-	-
Storage	2	-	-	2

4.3 Networks and communications

Networks and communications				
		Asset condition		
Type	Total	Green	Amber	Red
ACI APIC server	3	3	-	-
ACI switches	24	24	-	-
Firewall Mgmt (FMC)	2	2	-	-
Firewalls	11	-	2	9
Load Balancers	4	-	-	4
Voice Gateway	4	3	0	1
Comms wireless Access Points (corporate)	280	77	45	158
Comms wireless Security Appliances (corporate)	2	-	2	-
Switches – Chassis	13	-	-	13
Switches – L2	455	33	334	88

Switches – L3	56	32	24	-
Routers – Chassis	1	1	-	-
Routers – Access	23	-	-	23
Routers – IPVPN Broadband	92	-	92	-
Lines – Exchange	1736	1736	-	-
Lines – Private Circuits	93	72	7	15
Lines – IPVPN Broadband (incl backhaul)	93	5	-	88
Network Management	8	-	-	8
Radius Security Appliances	2	2	-	-
Telephone System – Small	218	109	90	19
Telephone system – IP	3	-	3	-
Telephone system – SIP	4	-	4	-
Telephone system – Softphone	2	-	2	-
Mobile Devices	5181	3352	-	1829

4.4 Software applications

Software applications				
		Asset condition		
Type	Total	Green	Amber	Red
IT Applications	138	111	11	16

4.5 Datacentres

Datacentres				
		Asset condition		
Type	Total	Green	Amber	Red
Air Conditioning Units	23	2	8	13
Fire Suppression System	4	1	-	3
UPS	5	2	-	3
Generator	2	1	-	1
Video Surveillance Equipment	2	1	-	1
Environmental Monitoring System	2	1	-	1
Sprinkler System	1	-	1	-
Leak Detection System	1	-	-	1

5. Review of current performance

5.1 Summary

The majority of ICT assets are of a good standard (Green) and work efficiently and effectively.

All desktop assets and server assets are supported and maintained to a high standard as part of the 'ICT Desktop Equipment' and 'Supply and Support of Servers and Storage' contracts.

The Caird centre represents a significant asset for the Council, in that it was designed and commissioned as a purpose-built environment for ICT equipment. Significant work has been undertaken on the property over recent years to improve the fabric of the building and to ensure that the plant systems are fit for purpose and meet new regulations. The building will be shut by the end of 2021.

Desktop and server hardware information along with information on smart devices is captured in the Assyst Configuration Management Database which is managed by IT Services.

Overall, there is a high level of confidence and reliability in the ICT assets.

5.2 What issues have been highlighted?

5.2.1 Red – These assets have been classified as approaching end of life and require replacement:

Caird Datacentre – the datacentre is due to be shut by the end of December 2021. Servers marked as 'end of life/red' will continue to be maintained and only replaced if its failure cannot be fixed and threatens Council service operation.

Caird UPS units – the 3 units are 'life expired' and will continue to be maintained and only replaced if its failure cannot be fixed and threatens Council service operation.

Datacentre – 7 AHUs within Caird data hall 1 and 5 in Almada server farm are 'life expired' and will continue to be maintained and only replaced if its failure cannot be fixed and threatens Council service operation.

Legacy server hardware – 7 Virtual Machine hosts are out of general support from March 2020 and technical guidance support from March 2022. There are currently 33 Windows servers running MS Windows Server 2008 which is no longer supported. The above will be replaced as part of the move to the new data centre in Chapelhall. There are 21 Linux v5 servers which went out of extended support in November 2020 which require to be upgraded.

Legacy storage hardware – Extended support for XIV storage was purchased from IBM until January 2022. This will provide support until the completion of the Caird datacentre migration in December 2021 when this hardware will be decommissioned.

Desktop hardware – A PC refresh programme is underway to upgrade all desktops and laptops to Windows 10. This work is scheduled for completion by December 2021.

Legacy software versions –

Application	Reason
Capita Academy Housing	No longer supported by supplier. Project underway to replace.
Oracle Financial Management System	No longer meets business needs. Project underway to consider upgrade or replacement.
Oracle Human Resource Management System	No longer meets business needs. Project underway to consider upgrade or replacement.
SWISPlus Social Work System	No longer meets business needs. Project underway to replace.
Civica Flare	Not compatible with remote working software. Project underway to replace.
Parking Gateway	Application does not work with Windows 10. Project underway to replace.
Weighbridge	Application does not work with Windows 10. Consultation with system owner underway to determine options
Filemaker	Not compatible with remote working software. Project initiated to move to the cloud.
Mimaki – Wide format printing	Application does not work with Windows 10. Consultation with system owner underway to determine options
Artifax – Corporate and Theatre Management System	Not compatible with remote working software. Project underway to replace.
Jadu Website	End of life. Project underway to move to cloud.
HFX Etarmis Door Entry/Time Recording	End of life. Consultation with system owner underway to determine options
Gladstone Plus2 – Leisure Management System	End of life. Consultation with system owner underway to determine options
Seatgeek SR04 – Theatre Ticketing System	End of life. Consultation with system owner underway to determine options
Profess	Application does not work with Windows 10. Consultation with system owner underway to determine options
Gasclam	Application does not work with Windows 10. Consultation with system owner underway to determine options

Firewalls - The Council's corporate wireless solution offers a GUEST and PARTNER service. The firewall required to provide this service also provides content filtering to its users. This firewall and filtering service is at the end of manufacturer support and requires to be replaced. In addition, the multi context firewall pair which supports connectivity to PSN, Education, NHSL, and NLC is also at end of manufacturer support and requires to be replaced. Replacement hardware has been purchased to be live by October 2021.

Load Balancer – inbound access to web-based services are dependent on load balancers located at the Council's datacentre. The current load balancers are now 'end of life' and a replacement solution has been purchased go live by October 2021.

Layer 2 switches – These switches provide end user device (printer, PCs, CCTV, VoIP phones, wireless access points) connectivity to the corporate network. The manufacturer has announced that a number of layer 2 switches are end of hardware support. Hardware has been purchased to be installed by Dec 2021

Network Management – Servers/appliances required to monitor (e.g. alerting and utilisation) and administer (e.g. hardware backup and policy push) the corporate network to ensure continued network performance and availability. These devices need to be replaced during 2021/22 to ensure supplier support and critical updates.

Lines (private circuits) - The Council has a number of core circuits that are reaching maximum available bandwidth, these circuits require to be upgraded to ensure continuity of service.

Lines (VPN) – many of the small corporate sites currently connected by ADSL VPN and are experiencing performance issues due lack of available bandwidth which prevents normal operational working, these circuits require to be upgraded to ensure continuity of service.

The Council's small telephone estate has a number of systems which have reached the end of support and require immediate replacement. In addition, the enforced migration of telephony system from analogue to digital by 2025 will require an addition number of switches and circuits upgraded to remain in operation prior to this.

Wireless access points. The council has 158 Wireless Access points installed throughout the corporate network which are now end of life and will require investment to replace.

Mobile devices – devices are approaching end of life and a refresh programme is currently being undertaken to ensure new devices can be automatically upgraded to the latest security version.

5.2.2 Amber – This classification denotes assets that are of a fair condition and should be considered for upgrade, or are processes which require improvement:

Corporate data network - South Lanarkshire Council has a significant investment in the corporate data network which is used throughout the geographic area of the Council. The infrastructure requires investment to keep it secure, reliable, up to date and fit for purpose. Continued investment will be required to progress the refresh going forward, for equipment currently marked as amber.

Firewalls – the Council's corporate SIP (telephony) firewalls are nearing end of manufacturer support and require to be replaced to ensure continued software support to address vulnerabilities.

Layer 3 switches and routers – These switches provide network connectivity for many of the outlying offices on the Council's corporate data network. The manufacturer has announced that a number of layer3 switching devices are approaching end of life. It is important that these devices are refreshed to maintain the current reliability and support levels.

Layer 2 switches – These switches provide end user device (printer, PCs, CCTV, VoIP phones, wireless access points) connectivity to the corporate network. The

manufacturer has announced that a number of layer 2 switches are approaching end of hardware support in 2022 through to 2024.

Lines (VPN) – the current contract with RM computers ends in 2023 and funding is required to replace existing equipment as part of any new contract.

VoIP/SIP/Softphone telephone systems – The current system hardware goes out of support in 2023/2024 and will require replacement.

The Council's small telephone estate has numerous systems which rely on analogue switched and telephony circuits. The enforced migration of telephony system from analogue to digital by 2025 will require switch and circuit replacements to keep these systems in operation prior to this.

Legacy software versions –

Application	Reason
Oracle Customer Relationship Management	Current version no longer fully supported. Replacement or upgrade to be considered.
Aareon - MRI EDRMS	Runs on old browser versions and does not work with remote working software
Aareon - 1st Touch Scheduling	Runs on old browser versions
Vernon (Corporate)	Not compatible with remote working software.
Snap Surveys	Not compatible with remote working software.
Northgate Glamis Licencing System	Supplier have indicated that its long-term future is in doubt.
Legal Case Management	No longer meets customer needs
Conference Allocation	Runs on legacy database platform. Replacement or upgrade to be considered.
Grants	Runs on legacy database platform. Replacement or upgrade to be considered.
Ppvote	Legacy software that is increasingly difficult to support.
Brightwave – Learn On Line	Legacy software that is increasingly difficult to support.

Consultation with users of these systems is underway to plan the replacement or upgrade of these software assets.

Desktop hardware – Laptops running Windows 10 version 1809, which goes out of support in May 2021, will require to be upgraded by the end of March 2022.

6. What action is required / proposed?

6.1 Action plan 2021/22

Asset objective	Action	Owner	Timescale	Comment
Replace legacy servers & storage	Replacement of servers and storage which have become end of life.	Head of IT Services	2021/22	Refresh of equipment is being scheduled in line with the Caird migration and hosting project.
Legacy software versions	Upgrading of software versions which have become end of life.	Head of IT Services	2021/22	IT Services and application provider to schedule refresh of software
Switches	Hardware is end of life. Review specification, procure and install refreshed hardware	Technology Services Manager	2021/22	Networks and contractor to schedule refresh of hardware
Telephone systems (Small)	Hardware is end of life. Review specification, procure and install refreshed hardware	Technology Services Manager	2021/22	A number of systems are out of support.
Lines	Review connection capacity and prioritise bandwidth upgrades required for Windows 10 equipment	Technology Services Manager	2021/22	Capacity management on several sites shows lack of bandwidth for current Windows 7 devices, changes to Windows 10 will require additional bandwidth at these sites.
Firewall hardware and software	Hardware end of life and filtering software service end of support.	Technology Services Manager	2021/22	Refresh of hardware and source new filtering service.
Load Balancers	Hardware end of life	Technology Services Manager	2021/22	To be refreshed subject to technical discussions with contractor and manufacturer.
Network Management	Hardware requires replacement to ensure supplier support and critical updates.	Technology Services Manager	2021/22	To be refreshed subject to technical discussions with contractor and manufacturer.

Desktop Hardware	Replacement of desktop equipment running Windows 7	Technology Services Manager	2021/22	Replace devices as part of refresh programme.
Desktop Hardware	Upgrade of desktop equipment running Windows 10 1809	Technology Services Manager	2021/22	Upgrade devices
Datacentre	Complete exit of Caird Datacentre	Technology Services Manager	2021/22	Complete project

6.2 Completed actions in 2020/21

Asset objective	Action	Owner	Timescale	Comment
IT productivity tools software and licences	Microsoft Office License Procurement & Rollout	Technology Services Manager	2020/21	MS Office 2013 and 2016 replaced with MS Office 365.
Switches	Hardware is end of life. Review specification, procure and install refreshed hardware	Technology Services Manager	2020/21	Hardware refreshed.
Data Hubs	Create new Data Hubs in Brandon Gate and Almada HQ to host telephony and network comms and provide resiliency	Technology Services Manager	2020/21	Data Hubs complete in preparation of Caird exit.

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
www.southlanarkshire.gov.uk

Report

12

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resource Plan 2021/2022**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ present the Finance and Corporate Resource Plan 2021/2022 for consideration and monitoring

2. Recommendations

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

- (1) that the Resource Plan 2021/2022, attached as Appendix 1, be noted;
- (2) that the Resource Plan 2021/2022 be uploaded onto the Council's website following consideration by this Committee; and
- (3) that a Quarter 2 Progress Report on the Resource Plan 2021/2022 be provided to a future meeting of this Committee.

3. Background

- 3.1. The Resource Plan sets out the outcomes, priorities and actions to be managed and delivered by the Resource for the financial year.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the priorities set out in the Council Plan Connect 2017 to 2022.
- 3.3. The Resource Plans for all Resources were approved by Executive Committee on 28 April 2021, with a recommendation that the Plans be referred to Resource Committees for noting and performance monitoring at Q2 and Q4.
- 3.4. Performance management is a keystone of Best Value and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting and demonstrates how this leads to effective front line service delivery.
- 3.5. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Community Plan as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

3.6. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council priorities, statutory performance indicators, other key performance measures and high level Resource priorities.

3.7. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Resource Plan 2021/2022

4.1. The Resource Plan 2021/2022 is attached as Appendix 1 and is structured around the following headings:-

1. Introduction
2. Key areas for the year ahead
3. Resource outcomes
4. Measures and actions
5. Resourcing the Plan

4.2. Resource Outcomes 2021/2022

The Resource has established a number of outcomes to support the delivery of the Connect priorities in 2021/2022. These are detailed in Appendix 2. To support these outcomes, the Resource has developed performance measures and an action plan which are set out in section 4 of the Resource Plan. A selection of these will be included in the Council Pan Connect Quarter 2 and Quarter 4 Progress Reports 2021/2022, with the rest being monitored and reported at Resource level.

4.3. Monitoring and reporting

As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures in the Resource Plan – Quarter 2 Progress Report 2021/2022.

5. Employee Implications

5.1. The outcomes noted within the Resource Plan will inform the Service Action Plans, where applicable and, in turn, the Performance Appraisal process for individual employees.

6. Financial Implications

6.1. The outcomes within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets and, longer term, within the framework of the Council's approved Financial Strategy.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no climate change or environmental implications as a result of this report.

7.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

8. Other Implications

- 8.1. The Community Plan 2017 to 2027 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.
- 8.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

Paul Manning

Executive Director (Finance and Corporate Resources)

13 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ♦ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017-22

Previous References

- ♦ None

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:-

Tom Little (Head of Communications and Strategy)

Ext: 4904 (Tel: 01698 454904)

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

Finance and Corporate Resources

**Finance and Corporate
Resource Plan 2021-22**

Section	Contents	Page
1.0	Introduction	3
2.0	Key areas of focus for the year ahead	4
3.0	Resource outcomes	7
4.0	Measures and actions	8
5.0	Resourcing the Plan	12

Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out outcomes and priorities for the coming year.

The five services within Finance and Corporate Resources help to ensure that the council operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, values and priorities.

Administration and Legal Services provides essential support for the core democratic and governance arrangements of the council as well as providing a full range of legal advice and support, managing electoral events and licensing and registration services to the public.

Communications and Strategy provides accurate, timely information for employees and residents. The service is responsible for the council's publications, its websites, intranet and social media. It also co-ordinates all Media enquiries. The service incorporates improvement functions, leading the council's work in pursuit of continuous improvement.

Finance Services provides sound financial stewardship to ensure the council's priorities are effectively funded and expenditure, including procurement, is appropriately monitored, controlled and reported. Finance Services is split between transactional activities including payables, procurement, risk management and insurance, revenues and benefits, and customer services and development; and Strategy which includes budget strategy, budget monitoring and providing financial support to all Resources.

Information Technology Services supports all council services through the maintenance of over 5,000 computers and servers running over 200 business applications across council Resources. This delivery is supported by council wide networks covering telephone, printing, mail and internet technologies.

Personnel Services is responsible for delivery of the full spectrum of personnel policies and practices across the council. This includes employee learning and organisational development; consultation; and supporting unemployed people into jobs, training or further education. The service also manages payroll, health, safety and wellbeing and is responsible for the co-ordination and implementation of equality and diversity legislation, good practice, and advancing equality for all.

The Resource is also responsible for a number of overarching services and functions, which are not shown above. These are the **Community Engagement Team**, which provides support to the Community Planning Board, and provides a single interface for community engagement including neighbourhood planning; **Audit and Compliance Services**, which provides assurance on the effectiveness of the council's risk management, control and governance arrangements, as well as ensuring compliance with European grant award requirements; and the **Central Research Unit**, which provides briefings and analysis on social, economic and demographic situations, policy developments and trends which may impact on decision-making, policies and resource allocations of the council and its communities.

Paul Manning
Executive Director
Finance and Corporate Resources

Section Two – Key areas of focus for the year ahead

2.0. Overview

The Resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1. Covid 19- response and recovery

Through the initial period of 2020-21, the Council responded to the Global Pandemic, ensuring that essential services could safely be delivered, and the most vulnerable members of our community were safe. The Council now moves onto the period where we return to full service delivery, where appropriate, and recover from the period of service disruption. This will include new ways of working.

Finance and Corporate Resources will provide core support for services as they look to return to full capacity. This includes providing key financial advice, as well as the necessary advice and support around the workforce and their safety. The Resource will also support our Elected Members, ensuring their meetings run effectively, and they are provided with information to allow decisions to be taken on shaping service delivery going forwards.

COVID-19 has had a significant effect on financial position of many families and therefore front-line services for communities and people are expected to continue to provide valuable support as the effects of the pandemic carry forward into 2021-22.

2.2. Deliver effective Employability Services to support Economic Recovery

Covid 19 has had a significant impact on the economy and as a result there has been a substantial increase in unemployment. There are new groups of unemployed seeking support, different from those groups the original employability programmes were designed for. Service delivery now needs to be redesigned to be delivered in a Covid safe way, with a move away from face to face support. In addition, programmes will have to address new need in addition to offering enhanced assistance to those traditionally supported in this area. Opportunities for employment and work placements are likely to be significantly reduced, so creative approaches to the provision of occupational experiences and effective use of funding streams to maximise support are required.

2.3. Financial Strategy

The Resource leads on financial planning and reporting for the Council. Over recent years, the challenges for Local Government finance have continued, around balancing pressures of meeting additional demand and costs of delivering services. A key part of the financial management process is the development of Financial Strategies, developing financial plans which deliver the council's aims and ambitions, while recognising and responding to financial constraints. Financial strategies are prepared annually and approved by members leading to the final approval of annual budgets. This process includes consideration and approval of efficiency and savings options, and considers requirements for investment. The strategic approach to financial planning also includes planning for Capital programmes of work.

The costs of responding to, and recovering from, the Covid19 pandemic added pressures to the Council's budgets in 2020-21 and is expected to do so into 2021-22.

2.4. Develop a programme of Service Reviews supporting Service Recovery

In Service recovery plans, change is explicit, and this needs to be reflected in the guidance to support our revised service review programme. It is important that managers and leaders are equipped to lead transformation, and that review and improvement processes are adopted and welcomed. Through the recovery process, there is the opportunity to shape Council services which are responsive, flexible and fit for purpose in our new environment. A transparent process which is understood by all involved, the early involvement of those affected, and honest evaluation of options will be key features of our approach. Guidance and support need to be tailored to be fit for purpose in the new environment.

- 2.5. Deepening Community Engagement** Over the coming year, there are key pieces of work to be carried out around creating new and sustainable structures which involve local people effectively in influencing decisions which have an impact upon them and their lives, and supporting them to take positive action themselves to improve outcomes.

Linked to this is the development of new ways of working, such as the ongoing review of Community Planning. The further development of the new networks which have emerged during the pandemic will be a key part of identifying new priorities for the council and Community Plans alongside our South Lanarkshire communities.

- 2.6. EU Exit** The potential impact of EU Exit on council funding and the economy were of concern before the COVID19 pandemic. It is now certain these areas will be significantly impacted by the effects of the pandemic, increasing the potential harm to the provision of local services and local business.

In terms of organisational planning, at a national level the Scottish Co-ordination Group (Covid19) has established a short life working group to consider the issue of concurrent risks – Covid19, Severe Weather and adverse effects of European Union (EU) Exit are amongst risks being considered not just in terms of likelihood or potential impact but how such scenarios can be managed simultaneously and the necessary national to local co-ordinating structure required for such purpose.

- 2.7. Strategic digital developments** The Council is investing heavily in digital technologies to improve the delivery of services to citizens, streamline and standardise business processes, and improve collaboration and partnership working (eg HSCP). This investment is targeted on delivering significant productivity improvements and cost savings. IT has a major part to play in digital transformation by implementing and supporting new technologies at pace and at scale.

IT projects will continue to be prioritised based upon need, business case and alignment with Council Priorities. Partnerships with Local Government Digital Office, NHS Lanarkshire, Scottish Government and key suppliers will be leveraged to share best practices and accelerate rollout and adoption of new digital solutions. IT will continue to maintain high levels of availability of IT estate and high levels of support to officers and elected members.

Key IT activities will include completing the rollout of agile working for Council staff, and the migration of all computer systems from the Caird Datacentre.

- 2.8. Embed Equalities and Workforce Planning in Recovery Process** Current research and analysis of data indicates that Covid 19 is likely to adversely impact specific groups in our society more than others. Our Equality Impact Assessment (EQIA) has identified similar issues, namely the disproportionate effect on older people, women, children and people with disabilities, and people from Black and Minority ethnic backgrounds. In addition, the full socio-economic impact of lockdown as a result of Covid19 has not yet become apparent, although it is anticipated that there will be greater impact on those with low skills, low incomes as well as those who are 16-24 years of age and those who are over 50 years of age.

There have been significant changes to our own council's ways of working and how the workforce carries out service delivery. Increasing use of technology and working from home options have changed service delivery operations and how teams work together. Consultation with service users, members of the public and employees is needed in order to ensure that performance is maintained and people's priority needs are met. Flexibility in our approach to work and employees will be needed to accommodate the possibility of further local lockdowns, increased savings requirements, and the need to be efficient and responsive without creating disadvantage. Our recovery plans need to take account of both fair work and fair service delivery to our communities. The Council will publish its Mainstreaming Equalities Report in 2021, to meet its statutory requirements. This will set out our performance in relation to the Public Sector Equalities Duties and our plans for the future.

2.9. Renewing corporate planning Post-Covid, there is a need to look afresh at the council's strategic planning and reporting, to ensure that key plans are focused on the topics that matter most. There is an opportunity to strengthen the common vision and joint areas of work set out in the Council Plan and the Community Plan, increasing the links between the two documents and ensuring they are both developed in dialogue with the people and communities of South Lanarkshire. Within the year the Resource will lead on a renewal of strategic planning, including the development of Resource Plans and work to further align the Council Plan with the Community Plan.

2.10. Community Wealth Building Community Wealth Building (CWB) is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. There is growing interest in CWB across the UK and especially in Scotland, where it has been endorsed by the Scottish Government as an important plank of how Scotland can deliver on its wellbeing economy aspirations. Finance and Corporate Resources will lead on the development of a Community Wealth Building strategy for South Lanarkshire, working with Elected Members and across all Resources to embed the CWB approach in the council's work through 2021 and beyond.

Section Three – Resource Outcomes

3.1. Resource Outcomes

Finance and Corporate Resources has established the following Resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.
Get it right for children and young people	<ul style="list-style-type: none"> No Resource Objectives for this priority
Improve health, care and wellbeing	<ul style="list-style-type: none"> No Resource Objectives for this priority

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Finance and Corporate Resources has established the following Resource outcomes to support Delivering the Plan and achieving Best Value.

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

Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20.

Resource Outcome:	A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.			
Measure	Baseline	Annual Target	Links	Service
1. Number of unemployed people supported via council-operated employability programmes	1,322 people	1,000 people	C7.2	Personnel
2. Number of unemployed people gaining sustainable employment	713 people	400 people	C7.2	Personnel
3. Number of unemployed people accessing further education or training	568 people	200 people	C7.2	Personnel
4. % unemployed people assisted into work from council operated/funded employability programmes	—	>15.1%	LGBF	Personnel
Resource Outcome:	The council demonstrates high standards of governance and sound financial stewardship			
Measure	Baseline	Annual Target	Links	Service
5. Pay invoices within the target of 28 days	—	90%	LGBF	Finance (Trans)
6. The cost per dwelling of collecting Council Tax	—	£6.50	LGBF	Finance (Trans)
7. Percentage of income due from Council Tax received by the end of the year - in year (incl water)	95.36%	94.0%		Finance (Trans)
8. % of Non-Domestic rates income achieved	98.6%	96%		Finance (Trans)
9. Sundry Income collection	98%	92%		Finance (Trans)
10. Liquor licensing processing target - 95% within service targets	99%	95%		Admin and Legal
11. Registration processing target - 97% within service targets	99%	97%		Admin and Legal
12. Citizenship processing target - 97% within service targets	100%	97%		Admin and Legal
13. Complaints processing target - 97% within service targets	100%	97%		Admin and Legal

Resource Outcome:	The workforce has the skills, flexibility and capacity to deliver the council's Priorities			
Measure	Baseline	Annual Target	Links	Service
14. Number of accidents per 1,000 employees (council-wide)	82.9	Reduce by 5%		Personnel
15. Sickness absence days per teacher – target less than 6.1 days	–	<6.1 days	LGBF	Personnel
16. Sickness absence days per employee (non- teacher) – target less than 11.9 days	–	<11.9 days	LGBF	Personnel
Resource Outcome:	Customers experience high quality and improving council services			
Measure	Baseline	Annual Target	Links	Service
17. Customer Service Centre - % of calls answered		90%		Finance (Trans)
18. Customer Service Centre – average queue time		2 minutes		Finance (Trans)
19. Benefits administration – average processing times for new Housing Benefit and Council Tax Reduction claims	15 days	15 days		Finance (Trans)
20. Housing Benefit and Council Tax Reduction – accuracy of processing	94.4%	93%	LGBF	Finance (Trans)
21. Scottish Welfare Fund – average processing times for Crisis Grants		2 days		Finance (Trans)
22. Scottish Welfare Fund – average processing times for Community Care grants		15 days		Finance (Trans)

4.b. What actions we will take in 2021-22

Resource Outcome: A people-centred approach to recovery is implemented to help individuals, communities, businesses and the social and third sector thrive.			
Action	Steps we will take to deliver our actions	Links	Service
1. Develop a Community Wealth Building strategy for South Lanarkshire	Develop a CWB strategy for South Lanarkshire and seek approval from Elected Members by May 2021.		Comms and Strategy
	Establish a Community Wellbeing Commission by October 2021		
	Engage with CPP partners on CWB principles and approach by September 2021		
2. Deliver effective Employability Services to support Economic Recovery	Adjust the current suite of employability programmes to operate in a Covid safe way and match the changed service need. Implement and report on the following by March 2022:	C7.2	Personnel
	Young Persons Guarantee Programme		
	Kickstart Programme		
	Modern Apprenticeships		

	No-One Left Behind Programmes, including Parental Employability Support Programme and Gateway to Employment.		
Resource Outcome: The council demonstrates high standards of governance and sound financial stewardship			
Action	Steps we will take to deliver our actions	Links	Service
3. Lead financial planning and reporting for the council	Financial Strategy to be agreed by June 2021		Finance (Strategy)
	Budget proposals to be considered by members by November 2021		Finance (Strategy)
	Budget agreed by March 2022		Finance (Strategy)
	Capital programme for 2021-22 to be agreed by March 2021		Finance (Strategy)
Monitor the financial impact of Covid	Monitor and report periodically on the costs and financial plan around Covid costs and recovery – every 4 weeks		Finance (Strategy)
Resource Outcome: Customers experience high quality and improving council services			
Action	Steps we will take to deliver our actions	Links	Service
4. Adjust the Service Review guidance taking account of the Recovery Plan and changed environment	Service Review Guidance updated to reflect changes by October 2021		Personnel
	Gain approval for a programme of Service Reviews by May 2021		Personnel
Resource Outcome: Individuals and communities in South Lanarkshire are engaged and able to participate in decision-making processes			
Action	Steps we will take to deliver our actions	Links	Service
5. Increase routes for communities to participate in decision making and priority setting	Develop a bespoke locality planning partnership in each of the four localities	C6.5	Community Engagement Team
	Identify community priorities and create a new Partnership Community Plan during 2021	C6.4	Community Engagement Team
	Support communities and Resources in the roll out of a 1% mainstream participatory budgeting process	C6.4	Community Engagement Team
Resource Outcome: Customers experience high quality and improving council services			
Action	Steps we will take to deliver our actions	Links	Service
6. Deliver more convenient and accessible forms of customer contact	Develop online forms to replace all existing Benefits, Council Tax and NDR PDF forms		Finance (Trans)
	Increase the use of digital contact methods available to customers		Finance (Trans)
Resource Outcome: Digital and ICT services meet the needs of the council and its customers			
Action	Steps we will take to deliver our actions	Links	Service

7. Take forward IT strategic developments	Complete the rollout of agile working across SLC staff via rollout of Windows 10 laptops, Office 365 and Cisco softphones by September 2021		IT
	Implement approved actions from Year 2 of the SLC Digital Inclusion Strategy to support most deprived citizens to access benefits of being online		IT
	Creation of new Digital Strategy to cover 2021-2024 and approval by September 2021	C12.7	IT
	Develop and deliver training plan to upskill IT staff in new technologies		IT
	Complete migration of all computer systems and storage from Caird datacentre by December 2021	C12.7	IT
Resource Outcome: The workforce has the skills, flexibility and capacity to deliver the council's Priorities			
Action	Steps we will take to deliver our actions	Links	Service
8. Report on the Recovery EQIA measures to address inequality	Included in our Mainstreaming Equalities report		Personnel
9. Adjust the Council Workforce Plan to match the changed environment	Workforce Plans reconfigured and reported to committees by March 2021	C12.9	Personnel
Resource Outcome: Customers experience high quality and improving council services			
Action	Steps we will take to deliver our actions	Links	Service
10. Lead on the renewal of strategic planning and work to further align the Council Plan with the Community Plan	Conduct South Lanarkshire wide survey and community conversations to inform the new Plans by summer 2021		Comms and Strategy
	Engage with partners and hold priority-setting events to inform the new Plans by October 2021		
	Prepare a draft Council Plan and Community Plan for formal consultation by December 2021		

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £31.965million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Finance Services (transactions)	10.970	34.32
Finance Services (strategy)	1.877	5.87
Information Technology Services	5.695	17.82
Administration and Legal Services	4.003	12.52
Communications and Strategy	0.883	2.77
Personnel Services	8.213	25.69
Other (audit, community engagement and research)	0.324	1.01
Total	31.965	100

5.2. Capital Budget 2021-22

The following capital budget of £2.605million is allocated to the Resource for 2021-22:

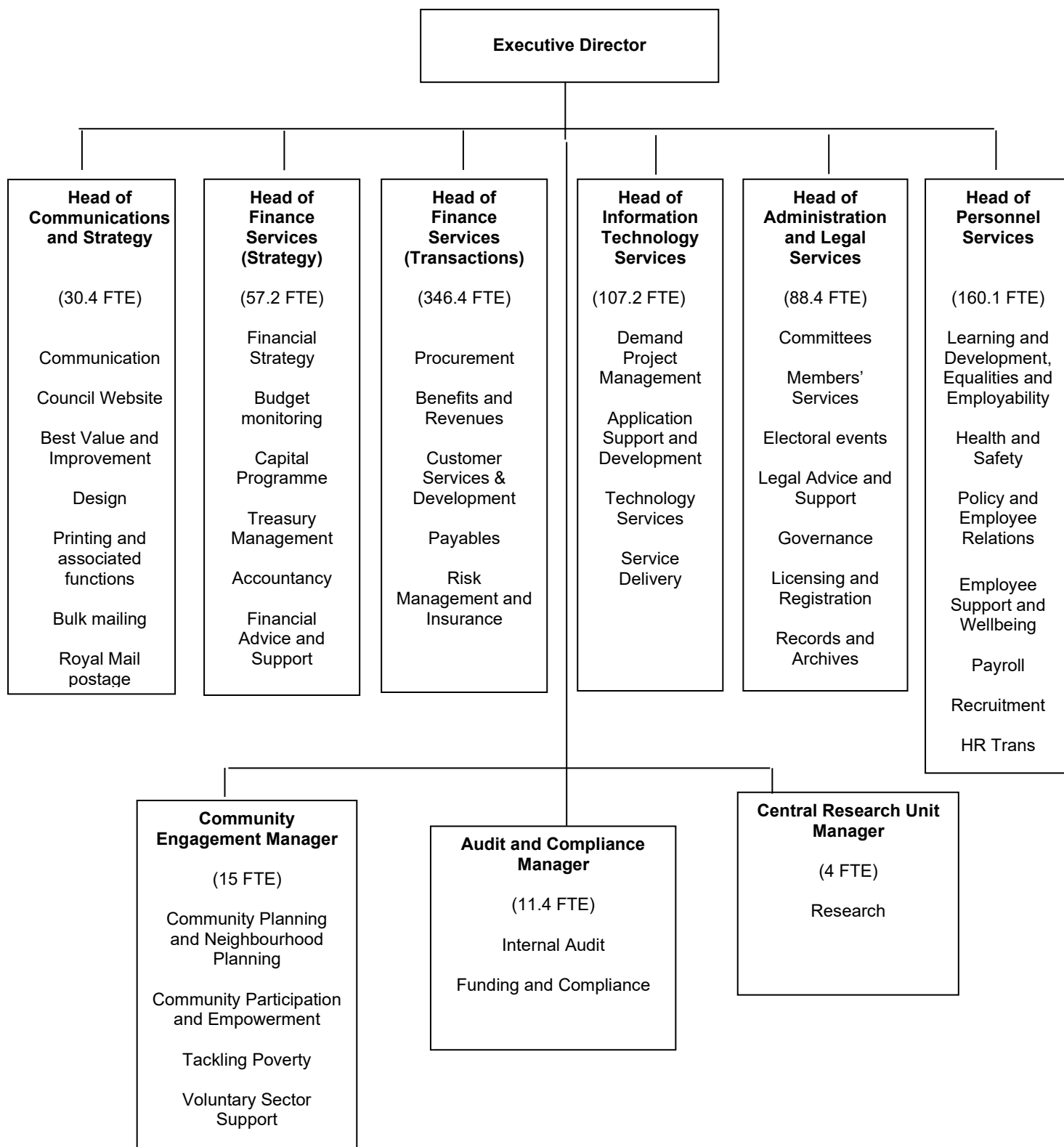
Capital Programme 2020-21	
Project	£ million
Digital Connectivity	0.234
Website / CRM / MDM / Customer Portal /Integration Tools	0.225
Oracle Upgrade	1.335
Caird Replacement	0.311
Climate Change / Digital Transformation	0.500
Total	2.605

5.3. Resource Employees

Finance and Corporate Resources has 967 employees as at March 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

Service	Number of employees
Finance Services (transactions)	432
Finance Services (strategy)	66
Information Technology Services	115
Administration and Legal Services	103
Communications and Strategy	34
Personnel Services	184
Other (audit, community engagement and research)	33
Total	967

5.4. Organisational structure



Report

13

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Early Retirement, Voluntary Severance and Switch 2
----------	---

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise on early retirements, voluntary severances, re-employment of early retirees and re-deployments during the period 1 October 2020 to 31 March 2021

2. Recommendation(s)

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

- (1) that the early retirements, voluntary severances, re-employment of early retirees, and redeployment of employees on the Switch 2 register during the period 1 October 2020 to 31 March 2021 be noted.

3. Background

3.1. The Council analyses the number and associated costs of employees being released through early retirement and voluntary severance. This forms part of the ongoing monitoring process derived from the Audit Scotland report "Bye now pay later". This report provides information on the Council's position for the 6-month period 1 October 2020 to 31 March 2021.

4. Current Position

Early Retirements (Efficiency of the Service/Voluntary Redundancy) and Voluntary Severance

4.1. During the period, no early retirements on the grounds of efficiency of the service; voluntary redundancy or voluntary severance were granted. This represents no change compared to the previous 6-month period.

4.2. Annual Trend Analysis

Annual Period	1/4/15-31/3/16	1/4/16-31/3/17	1/4/17-31/3/18	1/4/18-31/3/19	1/4/19-31/3/20	1/4/20-31/3/21
No. of Early Retirements/Voluntary Severances	9	4	12	0	1	0

4.2.1 The table above shows the annual trend analysis of early exits granted due to efficiency of the service; voluntary redundancy or voluntary severance; and shows a decrease of 1 compared to the previous year.

5. Early Retirements – Ill Health

- 5.1. In terms of early retirement on the grounds of ill-health, there are no capitalisation costs to the Council. During the 6-month period, the following ill-health retirements were approved:

Resource	No. of Early Retirements on ill health grounds
Community and Enterprise	6
Education	7
Social Work/Housing and Technical	9
Total	22

- 5.2. The Local Government Pension Scheme (LGPS) regulations allow for 2 tiers of ill health retirement in situations where the member's ill-health or infirmity of mind or body renders them permanently incapable of discharging efficiently the duties of their current employment. Tier 1 relates to members with no reasonable prospect of obtaining gainful employment before their state pension age. Tier 2 relates to members with a reasonable prospect of obtaining gainful employment before their state pension age.
- 5.3. During the 6-month period, 22 of the 25 ill health retirement requests made, were granted under the provisions of tier 1 and tier 2 of the Local Government and Scottish Teachers' Pension Schemes. Three applications resulted in no award being granted.

5.4. Annual Trend Analysis

Annual Period	1/4/16-31/3/17	1/4/17-31/3/18	1/4/18-31/3/19	1/4/19-31/3/20	1/4/20-31/3/21
No. of ill-health retirements	28	37	46	37	43

- 5.4.1. During the period 1 April 2020 to 31 March 2021, the number of ill health retirements granted increased by 6 compared to the previous year. This increase is due to the number of employees with serious medical conditions who met the criteria for ill health retirement.

6. Re-employment of Early Retirees

- 6.1. The re-employment of those who have been granted early retirement is monitored and approved centrally within Personnel Services. During the 6-month period, no requests for re-employment were made and this represents no change when compared to the previous 6-month period.

7. Switch 2

- 7.1. Switch 2 is monitored and approved centrally within Personnel Services. During the 6-month period, 14 employees and modern apprentices were redeployed to suitable alternative posts within the Council as follows:-

Resource	No. of employees	No. of modern apprentices	Total
Community and Enterprise /Finance and Corporate /Education*	4	2	6
Housing and Technical/Social Work*	6	2	8
TOTALS	10	4	14

* In terms of data protection, Resources with fewer than 2 employees have been merged.

- 7.2. This is a decrease of 15 compared to the previous 6-month period. Of the 10 employees and 4 modern apprentices redeployed within the period, 6 were placed into permanent roles and 8 into fixed term roles. In line with the Switch 2 policy, employees placed on a fixed term basis will be matched to permanent posts as they become available.

7.3. Annual Trend Analysis

Annual Period	1/4/16-31/3/17	1/04/17-31/03/18	1/4/18 – 31/03/19	1/4/19-31/3/20	1/4/20-30/09/21
No. of Switch 2 matches	113	102	71	47	43

- 7.4. During the period 1 April 2020 to 31 March 2021, the number of employees re-deployed decreased by 4 compared to the previous year.

8. Flexible Retirement

- 8.1. The approval of those who have been granted flexible retirement is monitored centrally within Personnel Services. During the 6-month period, 48 requests were approved as detailed below with no cost to the Council.
- 8.2. Included in these figures are phased retirement and winding down applications from teachers. (These options are available to teachers within the SPPA guidelines and are similar to the LGPS flexible retirement scheme.)

Resource	No. of Flexible Retirements	No. of Phased Retirements/ Winding Down
Community and Enterprise	20	
Education	3	4
Finance and Corporate	3	
Housing and Technical	10	
Social Work	8	
Total	48	

- 8.3. During the 6-month period, the average age of employees granted flexible retirement was 61 years, this is one year younger than the previous 6 month period.
- 8.4. Flexible retirement refusals are monitored centrally within Personnel Services. During the 6-month period, 1 flexible retirement application was refused.

8.5. Annual Trend Analysis

Annual Period	1/4/16-31/3/17	1/4/17-31/3/18	1/4/18 - 31/3/19	1/4/19 - 31/3/20	1/4/20 - 31/3/21
No. of Flexible Retirements	118	159	141	159	125

8.5.1. During the period 1 April 2020 to 31 March 2021, the number of employees granted flexible retirement decreased by 34 compared to the previous year.

8.5.2. Although the number of flexible retirement requests decreased during the period, a comparable increase was seen in the number of employees choosing to fully retire from their employment and access their pension benefits. (290 employees).

9. Employee Implications

9.1. In respect of those employees refused ill-health retirement, incapability dismissals may have been considered.

10. Financial Implications

10.1. There were no leavers in the period 1 October 2020 to 31 March 2021 for which early retirement/severance costs were incurred.

11. Climate Change, Sustainability and Environmental Implications

11.1 There are no climate change, sustainability or environmental implications.

12. Other Implications

12.1. The early release of employees across the Council must be properly managed to minimise the risk of adversely impacting service levels through the loss of vital skills and experience. In accordance with agreed policies, the redeployment of employees through the Switch 2 process continues to be considered as a matter of priority.

13. Equality Impact Assessment and Consultation Arrangements

13.1 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.

13.2. All releases were in line with agreed policies and procedures therefore no further consultation was required.

Paul Manning

Executive Director (Finance and Corporate Resources)

20 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Excellent Employer
- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Finance and Corporate Resources Committee, 21 January 2021

List of Background Papers

◆ None

Contact for Further Information

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

Cheryl Cumming, Personnel Officer

Ext: 4235 (Tel: 01698 454235)

E-mail: Cheryl.cumming@southlanarkshire.gov.uk

Report

14

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Procurement Strategy Action Plan Update 2020/2021 and Procurement Strategy Review 2021/2022
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide Committee with an update on progress in the Procurement Strategy Action Plan to March 2021
- ◆ advise Committee of the annual review of the Procurement Strategy for 2021/2022
- ◆ advise Committee of the Procurement Strategy Action Plan for 2021/2022

2. Recommendation(s)

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

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

3. Background

- 3.1. The Council's Procurement Strategy 2020 to 2023 was approved by Executive Committee on 13 May 2020 and an update on progress with the Strategy Action plan to September 2020 was noted by Finance and Corporate Resources Committee on 20 January 2021.
- 3.2. In accordance with the Procurement Reform (Scotland) Act 2014, the Council must carry out an annual review of the Procurement Strategy. Progress on the delivery of the associated action plan is also reported at six monthly intervals to Finance and Corporate Resources Committee.

4. Procurement Strategy and Action Plan Update

- 4.1. The Procurement Strategy approved in May 2020 included 7 key strategic objectives, which linked to key outcomes for the Procurement Service. An update on each of these objectives and evidence of progress in working towards these outcomes is included in Appendix 1 with highlights included below: -
- ◆ implementation of new contract register database
 - ◆ Procurement savings target of £0.100 million included in budget strategy for 2021/2022
 - ◆ extensive liaison on contract delivery and supplier relief through Covid-19 pandemic
 - ◆ annual confirmation of payment of Living Wage in all Social Care contracts
 - ◆ contribution towards the development of the Council's first Community Wealth Building Strategy

- 4.2. The Procurement Strategy Action Plan included specific projects for 2020/2021, in support of the strategic objectives. An update on progress across each of the actions to the end of March 2021 is provided in Appendix 2.
- 4.3. A total of 14 actions were included in the action plan for 2020/2021. Progress is summarised in the table below and all actions appropriate to be carried forward to the new action plan for 2021/2022 have been included.

Category	Number	Comment
On hold	1	Action no longer scheduled for 2020/2021
Closed	1	Project no longer progressing
Red	8	Action not completed within timescale
Complete	4	Completed within timescale
Total	14	

- 4.4. Responding to Covid-19 priorities had a significant impact on the allocation of resources to Procurement's strategic objectives due to the impact of contract management, supplier relief and sourcing for unplanned requirements and latterly, supporting services to re-mobilise, including re-tendering for projects abandoned during the pandemic. In addition, resources were allocated to managing the procurement implications of EU Exit.
- 5. Procurement Strategy 2020 to 2023 review**
- 5.1. The Council is required to review the Procurement Strategy annually and this is the first annual review of the Procurement Strategy 2020 to 2023. The updated Procurement Strategy is attached in full at Appendix 3.
- 5.2. The key amendment to the Procurement Strategy is the introduction of a new strategic objective, Community Wealth Building. This follows the Council's new Community Wealth Building Strategy approved by Executive Committee on 10 March 2021. The introduction from the Executive Director (Finance and Corporate Resources) has been updated to reflect the significance of the new strategic objective.
- 5.3. The strategic aims reflect the commitments for the Procurement Service under the Community Wealth Building pillar of "Spending", with the objective of using public procurement to develop dense local supply chains to support quality local employment.
- 5.4. The stand-alone strategic objective of "Community Benefits" has now been incorporated to Community Wealth Building, given the synergy between these areas.
- 5.5. Procurement activity can make a significant contribution to reducing the levels of carbon from economic activity. New actions are included in the action plan for 2021/2022 to further progress the activity in this area with more information provided in section 9.
- 5.6. The 7 key strategic objectives, listed below, have been reviewed and updated to reflect current priorities and emerging issues:-
- ◆ Compliance
 - ◆ Value for Money
 - ◆ Collaboration
 - ◆ Contract and Supplier Management

- ◆ Fair Work Practices
- ◆ Sustainable and Ethical
- ◆ Community Wealth Building (new)

6. Procurement Strategy Action Plan 2021/2022

- 6.1. Appendix 4 details the Procurement Strategy Action Plan proposed for 2021/2022.
- 6.2. These specific actions contribute towards the achievement of the procurement strategic objectives and include a specific focus on Sustainable and Ethical procurement and Community Wealth Building, reflecting the Council's wider strategic objectives in this area.
- 6.3. The action plan also recognises the ongoing focus on supplier and contract management requirements following EU Exit and recovery from Covid-19, as both issues are expected to impact on the Council's suppliers and the wider supply chain throughout 2021 and beyond.
- 6.4. The delivery of many actions within the plan will depend on cross-Resource working. Joint working between Procurement and Economic Development will be particularly important to the delivery of the Community Wealth Building ambitions in the strategy.

7. Employee Implications

- 7.1. The work required to deliver the objectives around Community Wealth Building and sustainability together with the expected increase in routine procurement work post-pandemic will impact on the central Procurement team, therefore workloads will be closely monitored, and additional resources identified if required.

8. Financial Implications

- 8.1. There are no direct financial implications associated with this report.
- 8.2. A move to more local procurement, viewed as one of the main objectives of the Community Wealth Building Strategy may result in additional cost pressures. However, the extent of any cost pressure will be driven by the scale of additional local purchasing that is possible and any efficiencies that may be lost from reduced collaborative purchasing.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. The Procurement Service are working with the Scottish Government's Sustainable Toolkit, which aims to embed sustainable procurement into the Council's procurement processes and monitors progress in achieving the Sustainable Procurement Duty, including Climate Change objectives.
- 9.2. For 2021/2022 the main activity will focus on the review of the scoring of sustainability in contracts and progression of the Flexible Framework Sustainability action plan.

10. Other Implications

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

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. There is no requirement to carry out an equality impact assessment in terms of the proposals contained within this report.
- 11.2. Consultation on the revised Procurement Strategy and Procurement Strategy Action Plan for 2021/2022 has been carried out with the Procurement Network and Resource Heads of Service.

Paul Manning

Executive Director (Finance and Corporate Resources)

13 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Procurement Strategy 2020 to 2023, Executive Committee 13 May 2020
- ◆ Procurement Strategy 2021/2022 update to September 2020, Finance and Corporate Resources Committee, 20 January 2021

List of Background Papers

- ◆ None

Contact for Further Information

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

Name: Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

E-mail: craig.fergusson@southlanarkshire.gov.uk

Procurement Strategy 2020-2023 Key Objectives

Objective	Aim	Outcome	Progress	Assessment of progress
Compliance	Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts	Improve compliance and mitigate risk of contract challenge	<p>Procurement continue to monitor compliance with regulations and Standing Orders on Contracts across the Council, as evidenced by</p> <ul style="list-style-type: none"> Improved approach to identification of non-contract spend Implementation of new contract register database Rollout of training on updated "Standing Orders on Contracts" across all Resources 	Satisfactory with new actions identified in 2021/22 action plan
Value for Money	To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings	Improved Value for Money in support of the Council's Financial Strategy	<p>We continue to work with Resources in recognising demand and cost drivers and identifying opportunities for efficiencies, as evidenced by:</p> <ul style="list-style-type: none"> Procurement savings target of £0.100m included in budget strategy for 2021/2022 	Satisfactory with new actions identified in 2021/22 action plan
Collaboration	Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement	Improved levels of collaborative activity and delivery of efficiencies	<p>We continue to engage with procurement partners to identify collaborative opportunities and influence development of collaborative working, as evidenced by</p> <ul style="list-style-type: none"> 93% participation in Scotland Excel frameworks 	Satisfactory

			<ul style="list-style-type: none"> Increased levels of engagement with Scottish Procurement Alliance, Procurement for Housing, Hub South West, and Crown Commercial Services 	
Contract and Supplier Management	Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery	Ensure suppliers meet contractual obligations, drive improvements in supplier performance and achieve efficiency improvements	<p>We can demonstrate an improved approach to contract and supplier management, as evidenced by:</p> <ul style="list-style-type: none"> Development of Electronic contract management (eCM) for pilot contracts, including Early Years and Care at Home suppliers Extensive liaison on contract delivery and supplier relief through Covid-19 pandemic Improved levels of engagement with Social Care providers during Care at Home moratoria and pandemic 	Satisfactory with new actions identified in 2021/22 action plan
Fair Work Practices	Work with suppliers to improve Fair Work Practices, including payment of the Living Wage and compliance with Council Charters	Improved Fair Work Practices and Living Wage for those involved in delivery of Council contracts	<p>We continue to promote Fair Work Practices and payment of the Living Wage, as evidenced by:</p> <ul style="list-style-type: none"> Annual confirmation of payment of Living Wage in all Social Care contracts Commencing programme to establish Living Wage status of all contracts in new Contract Register database 	Satisfactory with new action identified in 2021/22 action plan

Sustainable and Ethical	Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty	Meet the Sustainable Procurement Duty	<p>Procurement has completed the first stage of the Scottish Government's Flexible Framework to assess the organisational approach to sustainable procurement.</p> <ul style="list-style-type: none"> • We continue to engage with local suppliers and SMEs to promote contract opportunities and our joint work in this area is continuing with the Supplier Development Programme and Economic Development partners. • Contribution towards development of Community Wealth Building Strategy • Completion of Ethical Procurement training for all members of procurement team. • Working with Police Scotland on Serious and Organised Crime. 	Satisfactory with new actions identified in 2021/22 action plan
Community Benefits	Ensure Community Benefits are secured and delivered to contribute towards a prosperous, fairer and more sustainable South Lanarkshire	Maximise Community Benefits and contribute to National Outcomes	<p>We continue to work to develop our approach to Community Benefits to drive improvements in this area, as evidenced by:</p> <ul style="list-style-type: none"> • Development of new Community Benefits approach currently subject to consultation with Procurement Network. 	Unsatisfactory due to delay in implementation of new approach to community benefits with further actions identified in 2021/22 action plan under Community Wealth Building

Procurement Strategy Action Plan 2020/2021

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Complete Sustainability Toolkit following redesign by Scottish Government	Sustainable and Ethical	Procurement	March 2021	Red	Procurement has completed the Flexible Framework (organisation level assessment of sustainable procurement) with associated actions to progress to next level. To be carried forward to 2021/22, due for completion by 31 March 2022.
Preparation of category plans for Social Care, ICT and Construction. Develop category plans for Fleet and Waste	Compliance	Procurement & Resources	March 2021	Red	Social Care, Construction and ICT category strategies being prioritised. To be carried forward to 2021/2022, due for completion by 31 March 2022.
Deliver improvements identified from Procurement Competency Framework Assessments.	Compliance	Procurement	March 2021	Complete	Development requirements for Competency Framework incorporated to appraisals and training opportunities identified as appropriate. Five members of the Procurement team currently undertaking training through SXL Academy. In house training priorities identified for year ahead.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Pilot implementation of Electronic Contract Management	Contract and Supplier Management	Procurement & Resources	March 2021	Red	ECM in place for Early Years procured service arrangement. ECM in development for Care at Home providers, although go live has been delayed due to Covid 19 response. To be carried forward to 2021/22, due for completion by 31 March 2022.
Implementation of Project Management software	Compliance	Procurement & IT Services	March 2021	Closed	PMO software joint project between IT and Procurement will not progress due to lack of suitable products within budget in the market.
Introduce audit review arrangements as agreed by Corporate Management Team	Compliance	Procurement	September 2020	Red	Limited progress due to Covid-19 priorities. To be carried forward to 21/22, due for completion by 31 December 2021.
Review of operation of Quick Quote	Compliance	Procurement	September 2020	Red	Limited progress due to Covid-19 priorities. To be carried forward to 2021/22, due for completion by 31 December 2021.
Implementation of Objective and development of electronic workflow to support tender and contract processes	Compliance	Procurement	March 2021	Red	Limited progress in rollout to date due to Covid-19 priorities. Development will be considered for future years.

Action	Strategic Objective	Responsibility	Timescale	Status	Update
Development of Procurement training modules	Compliance	Procurement & Personnel Services	March 2021	Red	Limited progress due to Covid-19 priorities. Standing Order training rolled out to all Resources. Monthly training sessions delivered to procurement staff monthly and will be developed into modules in future years. External training will also feature where required.
Complete Procurement and Commercial Improvement Programme	Compliance	Procurement	March 2021	On hold	Scottish Procurement and Scotland Excel have confirmed that PCIP Programme assessments will not proceed in 2020/2021 due to Covid-19.
Implementation of Community Benefit monitoring software	Community Benefits	Procurement & Resources	March 2021	Red	Discussions underway with system developer, impact of Community Wealth Building strategy to be considered. To be carried forward to 2021/22, due for completion by 31 March 2022.
Prepare for new procurement arrangements on contracts and commodities as a result of Brexit	Contract and Supplier Management	Procurement & Resources	March 2021	Complete	Procurement has implemented appropriate changes as required by EU Exit legislation and continues to monitor the impact of EU Exit on commodity pricing and supply.
Manage supplier and supply chain impacts arising from COVID-19	Contract and Supplier Management	Procurement & Resources	March 2021	Complete	Significant input to impact of Covid-19 on suppliers, including contract management, supplier relief and supporting service re-mobilisation.
Implement new database solution for Contracts Register (carried forward from 2017-2020 Strategy Action Plan)	Compliance	Procurement & IT Services	September 2020	Complete	New contract register solution has successfully gone live at the end of September 2020.



Procurement Strategy

2020-2023

Reviewed 2021/2022

Procurement Strategy 2020-2023 Contents

Section 1

Introduction by Executive Director of Finance and Corporate Resources

Section 2

Purpose and delivery of the Strategy

Section 3

National and local context

Section 4

Strategic objectives

Section 1: Introduction by Executive Director of Finance and Corporate Resources

This Strategy sets out the vision for Council procurement for 2020-2023, demonstrating our commitment to achieving value for money and contributing to national and local priorities.

The Council's vision is to

“improve the quality of life for everyone in South Lanarkshire”

and the works, supplies and services procured by the Council have a direct impact on delivery of our services, from social care and educational supplies to new build housing.

The Council's spending power can play a key role in influencing a more prosperous South Lanarkshire, including promoting jobs and growth, fair work practices and driving innovation from our suppliers.

Our aim is to build on achievements delivered by the Council's previous procurement strategies and embed the principles of public procurement: equal treatment, transparency, competition and accountability.

This strategy will be reviewed annually, and our outcomes monitored in the annual procurement report. The strategic objectives will promote best practice in procurement activity across the Council, supporting delivery of high quality, sustainable and efficient services from our suppliers.

I recognise the recent achievements of our Procurement Service, including supporting the Council's response to Covid 19, supporting the sustainability of our suppliers during this challenging period, the go live of our first procured service arrangement for support living and the implementation of changes to procurement arrangements following EU Exit.

Supporting the Council and our local economy during the Covid recovery period will be challenging and our strategic objectives reflect the wider remit for public procurement in responding to the Climate Change Emergency and Community Wealth Building. We will continue to focus on delivery of quality and value for money procured services while supporting local supply chains and quality employment opportunities.

Paul Manning

**Executive Director of Finance and Corporate Resources
South Lanarkshire Council**

Section 2: Purpose and Delivery of Strategy

Under the Procurement Reform (Scotland) Act 2014, the Council is required to publish a procurement strategy and review the objectives and outcomes annually.

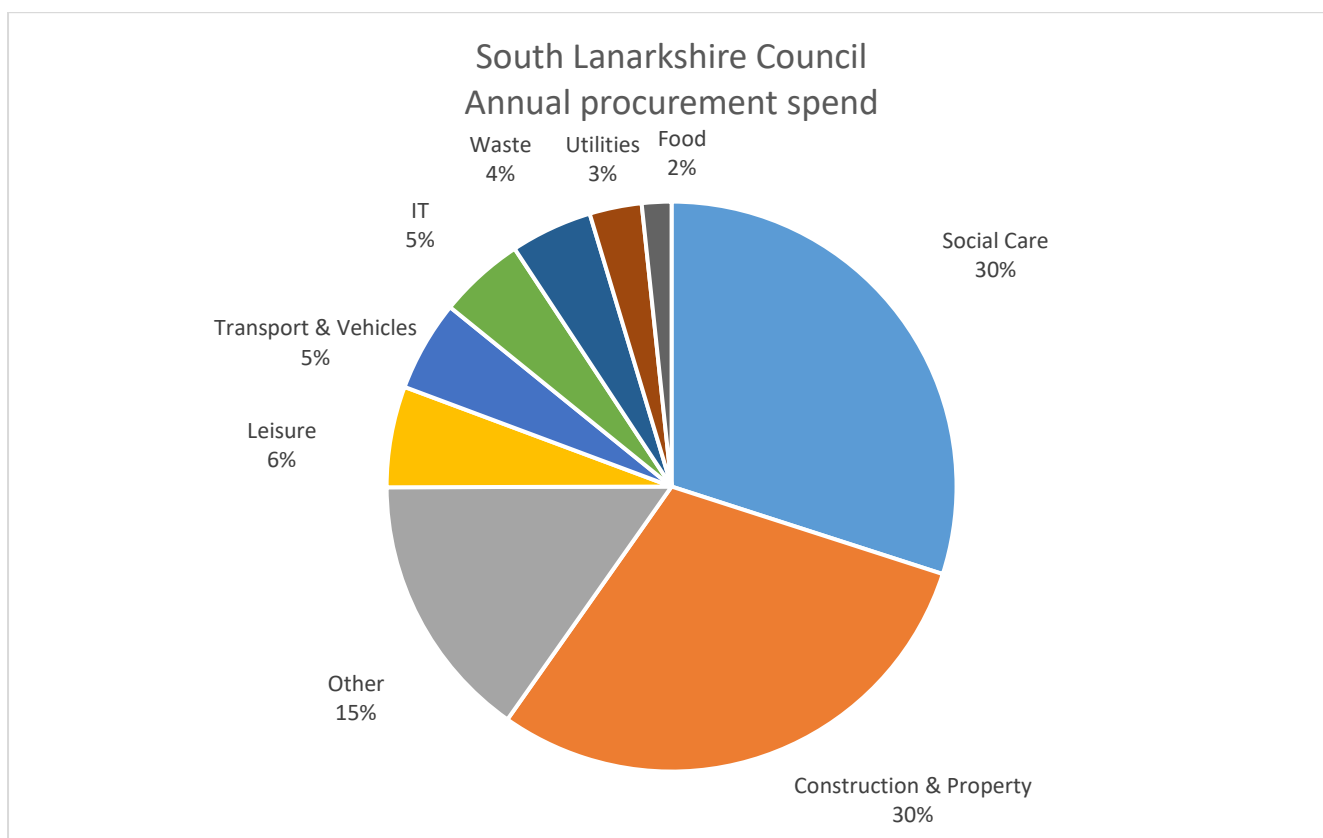
The strategy should establish the Council's strategic approach to procurement, setting out how we will deliver value for money and support delivery of national outcomes and the objectives set out in the Council's strategic plan.

The Council must also demonstrate how we will deliver the wider social, economic and environmental aims of procurement, as required by the sustainable procurement duty, while ensuring compliance with statutory duties and the Council's Standing Orders on Contracts.

The purpose of our procurement strategy is to:

- Set out clear objectives and provide a monitoring framework for reporting on our achievements and outcomes
- Focus on people, processes and systems to deliver an effective and continually improving procurement service

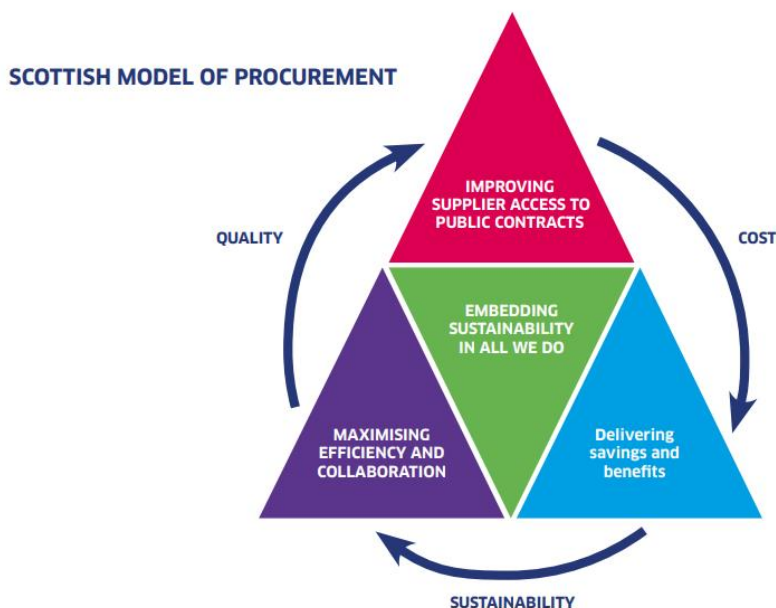
The Council spends in the region of £350m on externally procured goods, supplies and services annually, with significant areas of expenditure including social care (£110m) and construction and property (£110m).



Section 3: National and Local context

Public sector procurement in Scotland is valued at more than £11 billion per annum and the profile and remit of procurement activity continues to evolve and change.

The overarching aim of public sector procurement continues to be delivery of public value, as set out in the Scottish Model of Procurement below:



The Council operates within the Scottish Government's [Procurement Journey](#), which ensures openness and transparency in our approach and clarity for stakeholders and suppliers.

National Outcomes

The [National Performance Framework](#) sets out how local government can contribute to achievement of [National Outcomes](#). The framework aims to implement sustainable procurement and obliges the Council to consider how procurement will improve society, the economy and environment under the "Sustainable Procurement Duty". The Sustainable Procurement Duty is expected to further develop in accordance with the Climate Change Emergency declared by the Scottish Government.

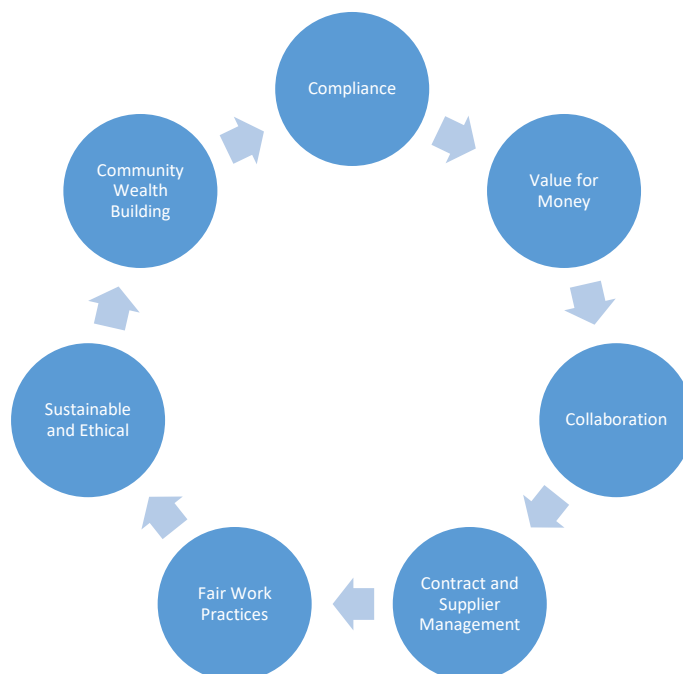
Local Priorities

The procurement strategy allows the Council to set out how procurement activity will contribute to the Council and Community Planning Partnership's wider priorities and objectives, as set out in the Council plan "[Connect](#)". Procurement are at the centre of the Council's Value of being "accountable, effective, efficient and transparent" and contribute to many of the Council's strategic ambitions, including:

- Achieving results through leadership, good governance, and organisational effectiveness
- Promoting economic growth and tackle disadvantage
- Getting it right for children and young people
- Improving health, care and wellbeing

Section 4: Strategic Objectives

The Council has identified seven strategic objectives to support the Procurement Strategy. In this section, we set out how we will achieve each objective and what our target outcome will be.



OBJECTIVE 1	Compliance
AIM	Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts
How to achieve	<p>Be open and transparent in our approach and monitor awareness of, and compliance, with standards across the Council</p> <p>Procurement team members are capable, confident and empowered to support procurement activity across categories. Drive improvement in Procurement Team capability through the Scottish Procurement Competency Framework</p> <p>Procurement processes and systems are efficient, cohesive, streamlined and fit for purpose</p> <p>Monitor non-contractual spend and work with Resources to improve compliance</p> <p>Monitor performance against target of paying invoices within 30 days</p> <p>Quarterly meetings of the Council's Procurement Network to develop and review processes to ensure consistent standards council wide</p> <p>Aim for continual improvement in Scottish Government's Procurement and Commercial Improvement Programme</p>
Outcome	<i>Improve compliance and mitigate risk of contract challenge</i>

OBJECTIVE 2	Value for Money
AIM	To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings
How to achieve	Recognise demand and recognise cost drivers and working with Resources in identifying opportunities for efficiencies Consider Whole Life Costing approach to embed sustainability in long term value decisions
<i>Outcome</i>	<i>Improved Value for Money in support of the Council's Financial Strategy</i>

OBJECTIVE 3	Collaboration
AIM	Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement
How to achieve	Engage with procurement partners to identify collaborative opportunities and influence development of collaborative working
<i>Outcome</i>	<i>Improved levels of collaborative activity and delivery of efficiencies</i>

OBJECTIVE 4	Contract and Supplier Management
AIM	Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery
How to achieve	Engage with suppliers to monitor contract performance and drive improvements and efficiencies Implement electronic process for contract and supplier management
<i>Outcome</i>	<i>Ensure suppliers meet contractual obligations, drive improvements in supplier performance and achieve efficiency improvements</i>

OBJECTIVE 5	Fair Work Practices
AIM	Work with suppliers to improve Fair Work Practices, including payment of the Living Wage and compliance with Council Charters
How to achieve	Embed Fair Work Practices and Living Wage as standard and monitor compliance with Charters
<i>Outcome</i>	<i>Improved Fair Work Practices and Living Wage for those involved in delivery of Council contracts</i>

OBJECTIVE 6	Sustainable and Ethical
AIM	Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty
How to achieve	Support the Council's response to the Climate Change Emergency by improving environmental outcomes from procurement
	Embed sustainability measures in procurement through use of Scottish Government's Sustainability Toolkit and life cycle costing
	Require clarity from contractors in supply chain and awareness of ethical standards and Modern Slavery
	Work with Police Scotland in prevention of Fraud and Disruption of Serious and Organised Crime
<i>Outcome</i>	<i>Meet the Sustainable Procurement Duty</i>

OBJECTIVE 7	Community Wealth Building
AIM	Support and encourage the local economy to grow sustainably through the effective use of procurement to develop local communities and maximise use of Community Benefits
How to achieve	Expand the capability of local businesses and social enterprises to bid for public sector contracts with support from economic development and procurement teams
	Build on our knowledge of market supply through further analysis of local capacity to identify new opportunities for local business to grow
	Increase levels of pre-market engagement before commissioning to shape the preparation of tender requirements and prepare potential local bidders
	Increase promotion of tender opportunities to local sectors
	Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities
	Work with anchor institutions to explore further opportunities for more local spend
	Maximise our approach to community benefits
	Ensure contractors deliver social investment
	Review procurement practices to deliver more local spend where possible
<i>Outcome</i>	<i>Ensure the spending power of the Council and Community Benefits contribute towards Community Wealth and achieve National Outcomes</i>

Procurement Strategy: Monitoring Framework

Delivery of the procurement strategy will be supported by an annual action plan. Each year the annual plan will be reviewed with new actions identified relevant to delivery of the strategic objectives.

A reporting and monitoring framework ensure high levels of governance surround the delivery of the procurement strategy.

In addition to an annual review of the procurement strategy, the Procurement Service will deliver the following:

- Annual Service Planning exercise: to plan all Procurement activity with Resources for the forthcoming year
- Action Plan: subject to a 6 monthly update report to the Council's Corporate Management Team
- Quarterly Procurement Updates: summarising progress across procurement activity to Resource Management Teams
- Resource committee reports on Contracts Awarded: every 6 months in accordance with Standing Orders on Contracts
- Procurement performance and high risk/high value report: every 6 months to the Corporate Management Team
- Annual Procurement Report: published annually in accordance with legislative requirements and approved by Committee

Procurement Strategy Action Plan 2021/2022

Action	Strategic Objective	Responsibility	Timescale
Review the scope and scoring of sustainability requirements in contracts	Sustainable and Ethical and Community Wealth Building	Procurement	30 November 2021
Progress the Flexible Framework Sustainability action plan	Sustainable and Ethical and Community Wealth Building	Procurement	31 March 2022
Preparation of category plans prioritising Social Care, ICT and Construction	Compliance and Sustainable and Ethical	Procurement & Resources	31 March 2022
Introduce audit review arrangements as agreed by Corporate Management Team	Compliance	Procurement	31 December 2021
Review of operation of Quick Quote	Compliance	Procurement	31 December 2021
Launch Electronic Contract Management for Early Years and Care at Home contracts	Contract and Supplier Management	Procurement & Resources	31 March 2022
Development of Procurement training modules	Compliance	Procurement & Personnel Services	31 March 2022
Continue to monitor commodity and pricing pressures following EU Exit	Contract and Supplier Management	Procurement & Resources	31 March 2022
Continue to manage supplier and supply chain impacts arising from COVID-19	Contract and Supplier Management	Procurement & Resources	31 March 2022
Develop Benefit Tracking framework	Value for Money	Procurement	31 March 2022
Establishment of a Community Wealth Building Local Spend working group	Community Wealth Building	Procurement, Economic Development and Supplier Development Programme	30 June 2021
Complete local market analysis to identify opportunities for local growth	Community Wealth Building	Economic Development	30 November 2021
Analyse local spend information to identify the nature of the spend and evaluate against other local authorities	Community Wealth Building	Procurement, Economic Development and Supplier Development Programme	30 November 2021
Identify common areas of interest with other anchor organisations	Community Wealth Building	Procurement and Economic Development	31 March 2022

Action	Strategic Objective	Responsibility	Timescale
Implementation of Community Benefit monitoring arrangements and assessment of wider resourcing requirements	Community Wealth Building	Procurement & Resources	31 March 2022
Review the scope of the Community Benefits menu and minimum scoring	Community Wealth Building	Procurement / Employability Team / Community Engagement Team / Resources	31 March 2022
Identify specific community benefits that can be delivered from procurement	Community Wealth Building	Procurement / Community Participation and Engagement / Employability	31 March 2022
Supplier engagement at national Meet the Buyer event	Community Wealth Building / Sustainable and Ethical	Procurement, Economic Development and Supplier Development Programme	30 June 2021
Review standing orders on contracts and evaluation criteria	Community Wealth Building	Procurement & Legal Services	31 December 2021
Training on public sector procurement	Community Wealth Building	SDP & Procurement	31 March 2022
Improve the capturing of local spend information from tier 1 contractors	Community Wealth Building	Procurement	31 December 2021
Completion of gap analysis on current procurement capability	Community Wealth Building	SDP & Procurement	31 March 2022
Encourage local suppliers to bid for Scotland Excel contract opportunities to increase local business share of collaborative contract spend by all Scottish local authorities.	Community Wealth Building	SDP	31 March 2022
Review and implement recommendations from Scottish Government's "Fair Work First" guidance	Fair Work Practices	Procurement	31 July 2021

Report

15

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **2 June 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Notification of Contracts Awarded: 1 October 2020 to 31 March 2021**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide notification to Committee, in accordance with Standing Orders on Contracts, of contracts awarded by Finance and Corporate Resources during the period 1 October 2020 to 31 March 2021

2. Recommendation(s)

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

- (1) that details of the contracts awarded be noted.

3. Background

3.1. It is a requirement of Clauses 21.8 and 22.5 of the Standing Orders on Contracts that details of the acceptance of all tenders above £50,000 be reported retrospectively to the relevant Committee for noting, other than those under Clause 21.3 where the award is not the lowest in a price only tender, or costs exceed the approved financial provision. In these instances a report is submitted to the appropriate Committee and subsequent authority to award is granted by that Committee.

4. Contract Awards

4.1. Contracts awarded for the period 1 October 2020 to 31 March 2021, on the basis of lowest offer and/or most economically advantageous offer submitted, is provided at Appendix 1.

5. Employee Implications

5.1. Contracts management, including performance appraisal, will be undertaken by both the main service user and the Procurement Team.

6. Financial Implications

6.1. Appropriate budgetary provision is available for each of the contracts awarded.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

8. Other Implications

- 8.1. There are no direct risks or 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 nor 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)

27 April 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Value: Accountable, effective, efficient and transparent

Previous Reference

- ◆ Finance and Corporate Resources Committee, 28 October 2020

List of Background Papers

- ◆ Standing Orders on Contracts

Contact for Further Information

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

Emma Smith, Corporate Procurement and Transactions Manager

Ext: 5329 (Tel: 01698 455329)

E-mail: emma.smith@southlanarkshire.gov.uk

Finance and Corporate Resources

Contracts Awarded by Finance and Corporate Resources over £50,000 in value

Name of Successful Tenderer	Value of Contract Awarded	Date of Award	Brief Description (include period of contract)	Contract Period (extension)
Bartec Auto ID LTD	£413,180	08/10/2020	Waste Management IT Solution: In Cab Devices	26/10/2020-25/10/2025 (25/10/2027)
Bentley Systems (UK) LTD	£347,720.97	16/12/2020	IT: Exor Roads Network Management Support	01/01/2020-31/12/2022
Salus Occupational Health & Safety	£300,000	14/12/2020	Provision of Occupational Health Services	14/12/2020-13/12/2021
Physicare	£400,000	18/02/2021	Provision of a Physiotherapy Service	08/02/2021-07/02/2022 (07/02/2023)
Gravitas	£101,000	22/12/2020	IT: System Support for Capita	22/12/2020-21/06/2021 (21/06/2022)
B Squared	£100,000	09/02/2021	IT: Tracking and Monitoring ASN Individual Milestones	05/02/2021-04/02/2022 (04/02/2023)
VASLAN	£400,000	01/03/2021	Youth Guarantee Service	01/03/2021-31/03/2022 (31/03/2023)
Royal Mail	£115,000	17/02/2021	Supply & Delivery of postage stamps	01/03/2021-28/02/2025

Report

16

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Update on Delivery of the European Social Fund Programme 2014 to 2020
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an update on progress with the delivery of the European Social Fund (ESF) Programme 2014 to 2020

2. Recommendation(s)

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

- (1) note the contents of this report; and
- (2) note that the ESF element of the Programme remains under suspension but grant claims can be submitted and will be reimbursed by the Scottish Government.

3. Background

- 3.1. The Scottish European Structural and Investment Funds Programme 2014 to 2020, approved by the European Commission (EC), sets out a broad approach to the development of the Scottish economy using European Union (EU) Structural Funds.
- 3.2. For management and monitoring purposes, the original approval through to 31 December 2019 was called Phase 1 and, from 1 January 2020 to 31 March 2023, the extended period, Phase 2. Although the UK has now left the European Union, the UK Government has provided a guarantee to fund approvals which are agreed within the current 2014 to 2020 EU funding cycle. This report sets out progress with the delivery of the South Lanarkshire Works 4 U (SLW4U) Strategic Intervention Programme Phase 2.
- 3.3. In addition to the grant funding, South Lanarkshire Council is required to provide a level of match-funding to support delivery of the Programme. As well as this match-funding requirement, the grant award also sets out required levels of engagement and specific outputs and outcomes that should be achieved.
- 3.4. The Programme receives ESF support to add value and achieve additional outcomes to delivery initiatives for which the Council has responsibility for developing and implementing.

- 3.5. SLW4U (delivered by Community and Enterprise Resources, Finance and Corporate Resources, Education Resources and external contractors) is a five stage employability pipeline that provides an integrated group of projects aimed at moving people towards employment, with a particular focus on the multiple disadvantaged and those with the most severe barriers to employment opportunities.
- 3.6. South Lanarkshire Council was awarded £6.3 million by the Scottish Government on 21 January 2020 to deliver the SLW4U Programme for the phase beginning on 1 January 2020 through to 31 March 2023. This grant was awarded at an increased intervention rate of 46.11%.

The grant award for this Phase is detailed in Table 1 below:-

	Funding
Phase 2 - Approved Eligible Expenditure	£13.7m
Phase 2 - Approved Eligible Grant (Grant Rate of 46.11%)	£6.3m
Phase 2 – Match Fund by South Lanarkshire Council	£7.4m

Table 1: Phase 2 Grant

4. Progress with Claims

- 4.1. The SLW4U Programme consists of a number of employability projects delivering a range of interlinked and progressive activities. Each project's progress is monitored against approved targets which informs the Programme's overall performance.
- 4.2. As the Programme progresses, periodic claims are submitted by South Lanarkshire Council to the Scottish Government. These seek interim payments against the total grant award based on engagement with a sufficient number of participants along with evidence of the delivery of target outputs and outcomes that were set out in the grant award. At the date of writing this report, claims have been checked by Funding and Compliance through to 31 December 2020 and are ready for submission.
- 4.3. Table 2 shows Grant paid and pending to date:

Expenditure/Grant	Approval	Paid to Date	Pending	Total Claimed	%
Total Expenditure	£21.5m	£3.5m	£8.6m	£12.1m	56
Total Grant	£9.9m	£1.6m	3.9m	£5.5m	

Table 2: Phase 1 and 2 Claims

- 4.4. With regards to Participant engagements, current data shows that 6,166 local individuals have been supported through the Programme to date. This represents 67.5% of the total target number of participants that should have been supported on conclusion of the Programme in March 2023. A further 500 participants have been involved in the EU employability programme during the COVID 19 pandemic and are not included in these figures as our external contractors continue to gather eligibility evidence. Practical limitations in the extent to which we could meet with participants to gather the required evidence has delayed passing these files to Funding and Compliance for verification and remains an area of work in progress.

- 4.5 Each participant's data is verified ahead of reporting to ensure that evidence of eligibility is retained. To date, 3,019 have been confirmed as eligible with a further 1,000 anticipated to be confirmed as eligible once documentation has been received from our external contractors. The remaining 2,147 require further review to confirm we can fully evidence eligibility. Whilst eligibility criteria will be met for some of these, it is anticipated that not all will have the required evidence to allow inclusion in the participant data returned to the Scottish Government.

Target Outputs	Target	Claimed/Pending	%
Unemployed/inactive (multiple barriers to employment)/ Employed (multiple barriers in the labour market)	9,141	4,019	44.2%

Table 3: Target Outputs to date

- 4.6. Plans are being put in place to meet the targets set by the Programme which will be challenging but are considered to be achievable through robust management by 31 March 2023.
- 4.7. There is a requirement to also report Results in terms of the 'highest outcome' achieved by each Participant on leaving the Programme. These are reported at the end of the Programme to ensure data is correct. A summary of these will be included in future ESF update reports to this Committee.
- 4.8. It is important to highlight that the operating environment in which the Programme is being delivered is not that which was anticipated at the time of grant award. The Scottish Government published guidance to Lead Partners, delivery bodies and representative organisations to address some of the difficulties being experienced as a result of the global COVID-19 health pandemic and to acknowledge that there will now be very different and reduced programme activities, models of delivery and working arrangements. It also clearly recognised that evidence of activity and outputs, achievement of targets and milestones, staffing levels and arrangements will all be severely impacted for the duration of COVID-19 and possibly beyond.
- 4.9. As a result, on 29 January 2021 the Scottish Government applied to the EC to invoke 'force majeure' in both the ESF and ERDF programmes based on the ongoing impact of COVID-19 on implementation and rate of spending. The Commission subsequently confirmed that the application had been successful allowing the re-phasing of the Programme to ensure vital funds are retained to support the long-term social and economic recovery of Scotland from the pandemic through to 2023.

5. Suspension

- 5.1. In November 2019, South Lanarkshire Council were advised that the ESF programme had been formally suspended, at a Scotland wide level by the EC, following a pre-suspension period that initially started in February 2019. This suspension applied to all Public Bodies in Scotland in receipt of EU ESF and ERDF funding and was not specific to South Lanarkshire Council. Routine audit work undertaken by the EC had identified issues with elements of the ESF programme which led, in turn, to the EC suspending further payments pending resolution of the issues that had been identified.

- 5.2. In December 2020, the Council were advised that the ERDF suspension had been lifted. The ESF suspension however remains in place and the Scottish Government continues to work with the EC to reach a resolution. Claims can continue to be submitted, which will be reimbursed by the Scottish Government following verification.

6. Employee Implications

- 6.1. There are a number of internal and external employees involved in managing and delivering EU assisted activity for the Council.
- 6.2. These costs are met by either Council budgets or EU grant funding reclaimed from the Scottish Government.

7. Financial Implications

- 7.1. There are no financial implications arising directly from this report. Although the EC suspension of payments remains in place, the Scottish Government is continuing to collect information required to have the ESF suspension lifted and remains committed to achieving a successful outcome. In the interim, claims can be submitted and, once verified, reimbursed by the Scottish Government.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no specific implications for climate change, sustainability or the environment within this report.

9. Other Implications

- 9.1. The UK Government announced plans for a UK-wide 'Levelling Up' agenda and funding including the future replacement of EU Funds in the Budget on 3 March 2021. The launch of the UK Community Renewal Fund is intended as a pilot programme to test ideas for a UK Shared Prosperity to commence operation in 2022. The UK Government have maintained their commitment to the Shared Prosperity Fund being funded to a scale similar to that of EU funds. The UK Levelling Up Fund is new capital money and is additional to any Shared Prosperity Scheme funding.
- 9.2. Bids to the UK Community Renewal Fund will be appraised and the outcome of this process reported to Committee once concluded.
- 9.3. The deadline for bid submissions is 18 June 2021.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. Equality impact assessments have been carried out on different elements of EU employability service programmes since 2016 and a whole service assessment was completed in 2020/2021.

Paul Manning

Executive Director Finance and Corporate Resources

14 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Getting it right for children and young people
- ◆ Promote economic growth and tackle disadvantage

Previous References

- ◆ European Social Fund Programme 2014 to 2020, Finance and Corporate Resources Committee, 28 October 2020

List of Background Papers

- ◆ None

Contact for Further Information

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

Yvonne Douglas, Audit and Compliance Manager

Ext: 2618 (Tel: 01698 452618)

E-mail: yvonne.douglas@southlanarkshire.gov.uk

Report

17

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Safety at Sports Grounds – Re-issue of General Safety Certificate – Hamilton Park
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise of the action taken, in terms of Standing Order No 36(c) because of the timescales involved, to re-issue the reviewed General Safety Certificate for Hamilton Park, Bothwell Road, Hamilton

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 and an ex officio member, to re-issue the General Safety Certificate for Hamilton Park, Bothwell Road, Hamilton, be noted.

3. Background

3.1. In terms of the Fire Safety and Safety of Places of Sport Act 1987, a General Safety Certificate is required for a stand at a sports ground which can accommodate at least 500 spectators under cover to view the activities at the ground. A stand which falls within this classification is referred to as a “regulated stand”. Hamilton Park Racecourse had previously been identified as a sports ground with a regulated stand.

3.2. The revised format of the General Safety Certificate for Hamilton Park Racecourse was approved by the Finance and Corporate Resources Committee at its meeting on 3 February 2016 and the Certificate is required to be reviewed and re-issued annually.

4. COVID-19 Pandemic

4.1. As a result of the COVID-19 pandemic and the resultant Health Protection (Coronavirus, Restrictions) (Scotland) Regulations 2020, the start of last year’s racing season was delayed until 24 June 2020, following which, all racing had been conducted behind closed doors.

4.2. The General Safety Certificate was not re-issued, however, ground management and the safety team produced an Operation Plan for Racing Behind Closed Doors, a stewarding plan and risk assessments which were distributed to representatives of the South Lanarkshire Sports Grounds Safety Advisory Group.

- 4.3. On the basis of the feedback received from the Safety Advisory Group representatives and the outcome of a site visit conducted by a representative of Fleet and Environmental Services, the Council's lead Service in terms of COVID-19 compliance, the Council had confirmed that it was satisfied that appropriate measures, in terms of COVID-19 compliance, had been put in place to ensure the reasonable safety of persons attending Hamilton Park for the purposes of racing behind closed doors.

5. Re-issue of the General Safety Certificate

- 5.1. At the annual inspection which took place on 7 April 2021, the Grandstand was found to be well maintained and in a good state of repair and the engineer's annual structural inspection report concluded that the Grandstand was in a satisfactory structural condition. The report included some remedial recommendations and ground management had since advised that all the recommendations had been completed, with the exception of 1 recommendation, that would be addressed in a future maintenance schedule.
- 5.2. Ground management had provided copies of the appropriate annual inspection and test certificates. The race day records for last season were not inspected during the inspection as all racing last season had been held behind closed doors and race day logs had been copied to the Council.
- 5.3. A small number of housekeeping issues had been identified and ground management had addressed these issues, with the exception of 1 item, and had made a commitment to address the final issue prior to the return of spectators to the racecourse. Confirmation has since been provided by ground management that the outstanding issue has been addressed.
- 5.4. No race day inspection was carried out last season due to all races being held behind closed doors.
- 5.5. Ground management and the South Lanarkshire Sports Grounds Safety Advisory Group have reviewed the General Safety Certificate and the safety management arrangements at the racecourse and the following changes have been made to the Certificate:-
- ◆ name of the racecourse updated to Hamilton Park
 - ◆ the geographical extent of the terms and conditions of the Certificate were now included
 - ◆ the Certificate now specified a period of 5 hours immediately prior to the commencement of the specified activity and 1 hour immediately following completion of the specified activity when the Holder was required to comply with the terms and conditions of the Certificate
 - ◆ reference was made to the Health Protection (Coronavirus) (Restrictions and Requirements) (Local Levels) (Scotland) Regulations 2020
 - ◆ inclusion of the requirement for the Holder to produce detailed reduced capacity calculations in accordance with Scottish Government guidance and the Guide to Safety at Sports Grounds Supplementary Guidance 02: Planning for social distancing at sports grounds, to be added to the General Safety Certificate, as an amendment, when the Health Protection (Coronavirus) (Restrictions and Requirements) (Local Levels) (Scotland) Regulations 2020 permitted the return of spectators to the racecourse
 - ◆ the operational plan had been updated for the 2021 racing season and now included Zone Ex arrangements
 - ◆ inclusion of an operations plan for racing behind closed doors

- ◆ inclusion of the requirement to produce an operations plan for racing with reduced capacities, to be included as an amendment to the Certificate, when the Health Protection (Coronavirus) (Restrictions and Requirements) (Local Levels) (Scotland) Regulations 2020 and Scottish Government guidance permitted the return of spectators
- ◆ the named Deputy Safety Officer had been updated

5.6. The Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, approved the reviewed General Safety Certificate for Hamilton Park to allow it to be re-issued prior to the start of the new racing season which commenced on Sunday 2 May 2021.

6. Employee Implications

6.1. None.

7. Financial Implications

7.1. The Council is authorised by regulations to charge fees for work reasonably done as a result of an application for the issue, amendment, replacement, transfer or cancellation of a safety certificate.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

9.1. There is a risk to the Council as the body responsible for administering safety certificates for sports grounds that any incident involving public safety where proper guidelines have not been followed could damage the Council's reputation. This risk is mitigated by the requirements and conditions contained within the General Safety Certificate on ground management to implement measures within the Guide to Safety at Sports Grounds (sixth edition) to ensure the reasonable safety of spectators.

9.2. In addition to this, an annual inspection and annual race day inspection will be carried out at Hamilton Park which include checks of safety procedures, physical inspection of the Grandstand and checks of inspection and test certificates of various installations and equipment.

10. Equality Impact Assessment and Consultation Arrangements

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

10.2. Consultation has taken place with sports ground management at Hamilton Park and the South Lanarkshire Sports Grounds Safety Advisory Group which comprises of representatives of the following:-

- ◆ relevant services within South Lanarkshire Council
- ◆ NHS Lanarkshire
- ◆ Police Scotland
- ◆ Scottish Ambulance Service
- ◆ Scottish Fire and Rescue Service

Paul Manning
Executive Director (Finance and Corporate Resources)

11 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Make communities safer, stronger and sustainable

Previous References

- ◆ Finance and Corporate Resources Committee – 7 August 2019

List of Background Papers

- ◆ General Safety Certificate for a Regulated Stand – Hamilton Park, Bothwell Road, Hamilton

Contact for Further Information

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

Stuart McLeod, Administration Officer

Ext: 4815 (Tel: 01698 454815)

E-mail: stuart.mcleod@southlanarkshire.gov.uk