



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 03 December 2019

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, 11 December 2019

Time: 14:00

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

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

Yours sincerely

Paul Manning
Depute 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, Eric Holford, Eileen Logan, Joe Lowe, Hugh Macdonald, Monique McAdams, Catherine McClymont, Mark McGeever, Jim McGuigan, Lynne Nailon, Mo Razzaq, Jim Wardhaugh, Jared Wark

Substitutes

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

BUSINESS

- | | | |
|----------|--|---------|
| 1 | Declaration of Interests | |
| 2 | Minutes of Previous Meeting Minutes of the meeting of the Finance and Corporate Resources Committee held on 2 October 2019 submitted for approval as a correct record. (Copy attached) | 5 - 8 |
| 3 | Minutes of Appeals Panel Minutes of the Appeals Panels held on 22 October 2019 and 7 November 2019 submitted for approval as a correct record. (Copy attached) | 9 - 12 |
| 4 | Minutes of Grievance and Disputes Panel Minutes of the Grievance and Disputes Panel held on 30 October 2019 submitted for approval as a correct record. (Copy attached) | 13 - 14 |

Monitoring Item(s)

- | | | |
|-----------|--|----------|
| 5 | Revenue Budget Monitoring 2019/2020 - Finance and Corporate Resources Report dated 13 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 15 - 24 |
| 6 | Capital Budget Monitoring 2019/2020 - Finance and Corporate Resources Report dated 21 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 25 - 28 |
| 7 | Finance and Corporate Resources – Workforce Monitoring – August and September 2019 Report dated 1 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 29 - 34 |
| 8 | Council-wide Workforce Monitoring – August and September 2019 Report dated 1 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 35 - 56 |
| 9 | Treasury Management Activity – Second Quarter Review Report dated 4 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 57 - 64 |
| 10 | Finance and Corporate Resource Plan Quarter 2 Progress Report 2019/2020 Report dated 28 October 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 65 - 110 |

Item(s) for Decision

- | | | |
|-----------|---|-----------|
| 11 | Revenue Collection and Approval for Write Offs Report dated 3 December 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 111 - 116 |
| 12 | South Lanarkshire Community Planning Partnership Community Participation and Engagement – Additional Post Report dated 5 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | 117 - 120 |

Item(s) for Noting

| | |
|--|-----------|
| 13 Common Good - Update | 121 - 128 |
| Report dated 8 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 14 Community Benefits | 129 - 138 |
| Report dated 15 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 15 Notification of Contracts Awarded | 139 - 142 |
| Report dated 29 October 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 16 Update of the Finance and Corporate Resources Risk Register and Risk Control Plan | 143 - 150 |
| Report dated 11 November 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached) | |
| 17 Early Retirement, Voluntary Severance and Switch 2 | 151 - 156 |
| Report dated 19 November 2019 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: Stuart McLeod

Clerk Telephone: 01698 454815

Clerk Email: stuart.mcleod@southlanarkshire.gov.uk

FINANCE AND CORPORATE RESOURCES COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 2 October 2019

Chair:

Councillor Gladys Miller

Councillors Present:

Councillor Alex Allison, Councillor John Anderson, Councillor John Bradley (*substitute for Councillor Collette Stevenson*), Councillor Walter Brogan, Councillor Graeme Campbell, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Isobel Dorman, Councillor Grant Ferguson, Councillor Geri Gray, Councillor Eric Holford, Councillor Graeme Horne (Depute), Councillor Eileen Logan, Councillor Joe Lowe, Councillor Hugh Macdonald, Councillor Monique McAdams, Councillor Catherine McClymont, Councillor Mark McGeever, Councillor Jim McGuigan, Councillor Lynne Nailon, Councillor Mo Razzaq, Councillor Margaret B Walker (*substitute for Councillor Joe Fagan*), Councillor Jim Wardhaugh, Councillor Jared Wark

Councillors' Apologies:

Councillor Joe Fagan, Councillor John Ross (ex officio), Councillor Collette Stevenson (Depute)

Attending:

Finance and Corporate Resources

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

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Finance and Corporate Resources Committee held on 7 August 2019 were submitted for approval as a correct record.

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

3 Minutes of Appeals Panel

The minutes of the meetings of the Appeals Panel held on 8 August and 4 September 2019 were submitted for approval as a correct record.

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

4 Minutes of Recruitment Committee

The minutes of the meeting of the Recruitment Committee held on 23 August 2019 were submitted for noting and the minutes of 20 September 2019 were submitted for approval as a correct record.

The Committee decided:

- (1) that the minutes of the meeting of the Recruitment Committee held on 23 August 2019 be noted; and
- (2) that the minutes of the meeting of the Recruitment Committee held on 20 September 2019 be approved as a correct record.

5 Revenue Budget Monitoring 2019/2020 – Finance and Corporate Resources

A report dated 4 September 2019 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure for the period 1 April to 16 August 2019 against budgeted expenditure for 2019/2020 for Finance and Corporate Resources.

The Committee decided:

- (1) that the breakeven position on Finance and Corporate Resources' revenue budget, as detailed in Appendix A to the report, be noted;
- (2) that the forecast to 31 March 2020 of a breakeven position be noted; and
- (3) that the budget virements, as detailed in the appendices to the report, be approved.

[Reference: Minutes of 7 August 2019 (Paragraph 5)]

6 Capital Budget Monitoring 2019/2020 – Finance and Corporate Resources

A report dated 18 September 2019 by the Executive Director (Finance and Corporate Resources) was submitted advising of progress on Finance and Corporate Resources' capital programme for 2019/2020 and summarising the expenditure position at 16 August 2019.

The Committee decided: that Finance and Corporate Resources' capital programme of £0.993 million, and expenditure to 16 August 2019 of £0.027 million, be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 6)]

7 Finance and Corporate Resources – Workforce Monitoring – June and July 2019

A report dated 27 August 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following employee information for Finance and Corporate Resources for the period June and July 2019:-

- ◆ 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 8 June 2019

The Committee decided: that the report be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 8)]

8 Council-wide Workforce Monitoring – June and July 2019

A report dated 27 August 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period June and July 2019:-

- ◆ 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 8 June 2019

The Committee decided: that the report be noted.

[Reference: Minutes of 7 August 2019 (Paragraph 9)]

9 Revenue Collection and Approval for Write-offs

A report dated 6 September 2019 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ collection performance for 2019/2020 on revenues income which comprised Council Tax, non-domestic rates, sundry debts and arrears
- ◆ the write-off of irrecoverable Council Tax, non-domestic rates, Hamilton and Carlisle Town Centre Business Improvement District (BID) levies, sundry debt and Housing Rent and associated charges

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

- ◆ irrecoverable Council Tax accounts from 1993/1994 to 2019/2020 to the value of £417,971.63 relating primarily to prescribed debt, sequestrations and estates of the deceased
- ◆ non-domestic rates from 2017/2018 to 2019/2020 totalling £1,502,818.65 relating to debtors who were in liquidation, had ceased trading or had been sequestrated
- ◆ BID levies totalling £11,211.51
- ◆ sundry debts to a value of £103,419.76
- ◆ former tenant rent arrears totalling £124,264.71, factoring arrears totalling £519.38 and Housing Benefit overpayments totalling £35,520.91

The Committee decided:

(1) that the Council's performance in the collection of revenues be noted; and

(2) that the write-off of the following irrecoverable debts be approved:-

- ◆ Council Tax debt from 1993/1994 to 2019/2020 to the value of £417,971.63
- ◆ non-domestic rates from 2017/2018 to 2019/2020 totalling £1,502,818.65
- ◆ Hamilton and Carlisle Town Centre Business Improvement District levies totalling £11,211.51
- ◆ sundry debts to a value of £103,419.76
- ◆ house rent and associated charges totalling £160,305.00

[Reference: Minutes of 7 August 2019 (Paragraph 12)]

10 Procurement Strategy Update and Annual Review 2019/2020

A report dated 3 September 2019 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ♦ progress in relation to the Procurement Strategy Action Plan
- ♦ the Council's Procurement Strategy Annual Review for 2019/2020

Under section 15 of the Procurement Reform (Scotland) Act 2014, the Council was required to publish a Procurement Strategy and to review the Strategy annually.

The Procurement Strategy, covering the period January 2017 to March 2020, which had been approved by the Executive Committee at its meeting on 8 February 2017, reflected those actions continued from the previous Strategy, including the introduction and roll out of supplier and contract management modules for appropriate contracts.

The Procurement Strategy Action Plan for 2019/2020, attached as Appendix 1 to the report, included details on progress achieved and actions which had been completed as at 31 August 2019. A summary of the main achievements was detailed in the report.

The Council's Procurement Strategy had been reviewed for relevance and compliance and it had been found that no amendments were required. However, a number of new actions had been identified and those were summarised in the report and included in the Action Plan for 2019/2020.

The Committee decided:

- (1) that progress on the Procurement Strategy Action Plan for 2019/2020, attached as Appendix 1 to the report, be noted; and
- (2) that the Procurement Strategy Annual Review for 2019/2020 and associated new actions included in the Action Plan be noted.

[Reference: Minutes of 19 September 2018 (Paragraph 17), Minutes of 20 February 2019 (Paragraph 13) and Minutes of the Executive Committee of 8 February 2017 (Paragraph 8)]

11 Urgent Business

There were no items of urgent business.

APPEALS PANEL

Minutes of meeting held in Committee Room 3, Council Offices, Almada Street, Hamilton on 22 October 2019

Chair:

Councillor Collette Stevenson

Councillors Present:

Councillor Maureen Chalmers, Councillor Joe Lowe

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 Termination Due to Incapability

The Panel considered an appeal (Ref 6/19) by an employee against his termination due to incapability.

The appellant was present and represented by N King of Unite the Union. The Council was represented by a Human Resources Business Partner. The Council called a witness. All parties were heard in relation to the appeal and then withdrew from the meeting.

| | |
|---------------------------|---|
| The Panel decided: | that the grounds of the appeal had not been substantiated and the appeal be not upheld. |
|---------------------------|---|

APPEALS PANEL

Minutes of meeting held in Committee Room 3, Council Offices, Almada Street, Hamilton on 7 November 2019

Chair:

Councillor Collette Stevenson

Councillors Present:

Councillor Stephanie Callaghan, Councillor Mo Razzaq

Attending:

Finance and Corporate Resources

S McLeod, Administration Officer; G Robertson, Personnel Adviser

1 Declaration of Interests

No interests were declared.

2 Urgent Business

There were no items of urgent business.

3 Exclusion of Press and Public

The Panel decided:

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

4 Appeal Against Dismissal

The Panel considered an appeal (Ref 7/19) by an employee against his dismissal.

The appellant was present and represented by S Smellie of UNISON. The Council was represented by a Human Resources Business partner. 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 7 November 2019
- ◆ the appellant be issued with a final written warning

GRIEVANCE AND DISPUTES PANEL

4

Minutes of meeting held in Committee Room 3, Council Offices, Almada Street, Hamilton on 30 October 2019

Chair:

Councillor Graeme Horne

Councillors Present:

Councillor Geri Gray, Councillor Margaret B Walker

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 Grievance

The Panel considered a grievance (Ref G/1/19) by an employee of the Council.

The employee was present and represented by J Clark of Unite the Union. The Council was represented by a Head of Service from the employee's Resource. All parties were heard in relation to the matter and then withdrew from the meeting.

The Panel decided:

that the grounds of the grievance had been substantiated in part to the extent that the Panel considered that communication regarding the process and the specific requirements for the tasks and pay associated with the post in question could have been made clearer to the employee and everyone else involved in the process, however, acknowledged that it was satisfied that the Resource had now committed to clarifying the requirements of the post no later than the end of this financial year.

Report

5

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Budget Monitoring 2019/2020 - 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 2019 to 11 October 2019 for Finance and Corporate Resources
- ◆ provide a forecast for the year to 31 March 2020

2. Recommendation(s)

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

- (1) that the breakeven position on the Finance and Corporate Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2020 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

3. Background

3.1. This is the third revenue budget monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2019/2020.

3.2. The report details the financial position for Finance and Corporate Resources on Appendix A, along with variance explanations in Appendices B-H.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. As at 11 October 2019, there is a breakeven position against the phased budget. The financial forecast for the revenue budget to 31 March 2020 is a breakeven position.

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

6. Other Implications (Including Environmental and Risk Issues)

6.1. 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.

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

7. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning
Executive Director (Finance and Corporate Resources)

13 November 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Value: Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 11 October 2019

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Finance and Corporate Resources Summary

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|----------------------|--------------------------|---------------------------------|-----------------------------------|------------------------|--------------------------|----------------|----------------------------|-------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Employee Costs | 34,015 | 34,015 | 0 | 17,553 | 17,634 | (81) | over | (0.5%) | |
| Property Costs | 2,682 | 2,682 | 0 | 1,028 | 1,092 | (64) | over | (6.2%) | |
| Supplies & Services | 6,085 | 6,085 | 0 | 4,483 | 4,499 | (16) | over | (0.4%) | |
| Transport & Plant | 85 | 85 | 0 | 41 | 35 | 6 | under | 14.6% | |
| Administration Costs | 7,814 | 7,814 | 0 | 3,806 | 3,936 | (130) | over | (3.4%) | |
| Payments to Other Bodies | 3,705 | 3,705 | 0 | 2,142 | 2,088 | 54 | under | 2.5% | |
| Payments to Contractors | 265 | 265 | 0 | 45 | 44 | 1 | under | 2.2% | |
| Transfer Payments | 80,358 | 80,358 | 0 | 35,999 | 35,830 | 169 | under | 0.5% | |
| Financing Charges | 1,038 | 1,038 | 0 | 757 | 766 | (9) | over | (1.2%) | |
| Total Controllable Exp. | 136,047 | 136,047 | 0 | 65,854 | 65,924 | (70) | over | (0.1%) | |
| Total Controllable Inc. | (102,062) | (102,062) | 0 | (40,780) | (40,850) | 70 | over recovered | 0.2% | |
| Net Controllable Exp. | 33,985 | 33,985 | 0 | 25,074 | 25,074 | 0 | - | 0.0% | |

Variance Explanations

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

Budget Virements

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

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Finance - Strategy Services

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|----------------------|--------------------------|---------------------------------|-----------------------------------|------------------------|--------------------------|-------------|----------------------------|-------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Employee Costs | 2,991 | 2,991 | 0 | 1,532 | 1,584 | (52) | over | (3.4%) | 1 |
| Property Costs | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Supplies & Services | 19 | 19 | 0 | 13 | 16 | (3) | over | (23.1%) | |
| Transport & Plant | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Administration Costs | 111 | 111 | 0 | 8 | 15 | (7) | over | (87.5%) | |
| Payments to Other Bodies | 495 | 495 | 0 | 323 | 312 | 11 | under | 3.4% | |
| Payments to Contractors | 22 | 22 | 0 | 8 | 5 | 3 | under | 37.5% | |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Financing Charges | 16 | 16 | 0 | 8 | 6 | 2 | under | 25.0% | |
| Total Controllable Exp. | 3,654 | 3,654 | 0 | 1,892 | 1,938 | (46) | over | (2.4%) | |
| Total Controllable Inc. | (1,507) | (1,507) | 0 | 0 | 0 | 0 | - | n/a | |
| Net Controllable Exp. | 2,147 | 2,147 | 0 | 1,892 | 1,938 | (46) | over | (2.4%) | |

Variance Explanations**1. Employee Costs**

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

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Finance - Transactions Services

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|----------------------|--------------------------|---------------------------------|-----------------------------------|------------------------|--------------------------|----------------|----------------------------|-------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Employee Costs | 11,686 | 11,686 | 0 | 6,010 | 5,908 | 102 | under | 1.7% | 1 |
| Property Costs | 2,016 | 2,016 | 0 | 701 | 771 | (70) | over | (10.0%) | 2 |
| Supplies & Services | 829 | 829 | 0 | 424 | 458 | (34) | over | (8.0%) | 3 |
| Transport & Plant | 7 | 7 | 0 | 3 | 1 | 2 | under | 66.7% | |
| Administration Costs | 1,039 | 1,039 | 0 | 483 | 508 | (25) | over | (5.2%) | |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Payments to Contractors | 243 | 243 | 0 | 37 | 36 | 1 | under | 2.7% | |
| Transfer Payments | 80,358 | 80,358 | 0 | 35,999 | 35,830 | 169 | under | 0.5% | 4 |
| Financing Charges | 104 | 104 | 0 | 51 | 52 | (1) | over | (2.0%) | |
| Total Controllable Exp. | 96,282 | 96,282 | 0 | 43,708 | 43,564 | 144 | under | 0.3% | |
| Total Controllable Inc. | (84,003) | (84,003) | 0 | (34,425) | (34,482) | 57 | over recovered | 0.2% | 5 |
| Net Controllable Exp. | 12,279 | 12,279 | 0 | 9,283 | 9,082 | 201 | under | 2.2% | |

Variance Explanations**1. Employee Costs**

The underspend is due to vacancies as a result of posts that are not being recruited and are being considered as part of 2020/2021 savings proposals.

2. Property Costs

The overspend is a result of one off expenditure incurred in relation to the refurbishment of the Q&A offices.

3. Supplies and Services

The overspend relates to one off costs in relation to the Payroll and Benefits and Revenues systems.

4. Transfer Payments

The underspend is due to the reduced cost of overpayments as part of the administration of housing benefit.

5. Income

The over recovery relates to the receipt of income from the Department of Work and Pensions in relation to the recovery of Housing Benefit overpayments.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Audit Services

| | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|------------------|----------------------|--------------------------------|----------------------------------|--------------------|----------------------|-------------------|---------------------------|------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| <u>Budget Category</u> | | | | | | | | | |
| Employee Costs | 565 | 565 | 0 | 315 | 316 | (1) | over | (0.3%) | |
| Property Costs | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Supplies & Services | 7 | 7 | 0 | 3 | 3 | 0 | - | 0.0% | |
| Transport & Plant | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Administration Costs | 7 | 7 | 0 | 1 | 1 | 0 | - | 0.0% | |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Payments to Contractors | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Financing Charges | 4 | 4 | 0 | 2 | 2 | 0 | - | 0.0% | |
| Total Controllable Exp. | 583 | 583 | 0 | 321 | 322 | (1) | over | (0.3%) | |
| Total Controllable Inc. | (223) | (223) | 0 | (1) | (2) | 1 | over recovered | 100.0% | |
| Net Controllable Exp. | 360 | 360 | 0 | 320 | 320 | 0 | - | 0.0% | |

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Information Technology Services

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|----------------------|--------------------------|---------------------------------|-----------------------------------|------------------------|--------------------------|----------------|----------------------------|-------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Employee Costs | 5,374 | 5,374 | 0 | 2,770 | 2,886 | (116) | over | (4.2%) | 1, a |
| Property Costs | 502 | 502 | 0 | 251 | 243 | 8 | under | 3.2% | |
| Supplies & Services | 4,220 | 4,220 | 0 | 3,468 | 3,405 | 63 | under | 1.8% | 2, a |
| Transport & Plant | 4 | 4 | 0 | 2 | 1 | 1 | under | 50.0% | |
| Administration Costs | 2,052 | 2,052 | 0 | 1,023 | 1,024 | (1) | over | (0.1%) | a |
| Payments to Other Bodies | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Payments to Contractors | 0 | 0 | 0 | 0 | 3 | (3) | over | n/a | |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Financing Charges | 501 | 501 | 8 | 484 | 493 | (9) | over | (1.9%) | a |
| Total Controllable Exp. | 12,653 | 12,653 | 0 | 7,998 | 8,055 | (57) | over | (0.7%) | |
| Total Controllable Inc. | (7,805) | (7,805) | 0 | (3,566) | (3,573) | 7 | over recovered | 0.2% | a |
| Net Controllable Exp. | 4,848 | 4,848 | 0 | 4,432 | 4,482 | (50) | over | (1.1%) | |

Variance Explanations**1. Employee Costs**

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

2. Supplies and Services

The underspend is due to less than anticipated costs for licenses and subscriptions for a number of IT systems to date.

Budget Virements

- a. Realignment of budget to reflect current service delivery of IT contracts. Net Effect £0.000m: Employee Costs £0.108m, Supplies and Services (£0.227m), Administration Costs (£0.095m), Financing Charges £0.044m and Income £0.170m.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Personnel Services

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|----------------------|--------------------------|---------------------------------|-----------------------------------|------------------------|--------------------------|-----------------------|----------------------------|-------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Employee Costs | 7,363 | 7,363 | 0 | 3,779 | 3,782 | (3) | over | (0.1%) | a, b |
| Property Costs | 147 | 147 | 0 | 66 | 69 | (3) | over | (4.5%) | |
| Supplies & Services | 271 | 271 | 0 | 154 | 178 | (24) | over | (15.6%) | 1 |
| Transport & Plant | 32 | 32 | 0 | 12 | 9 | 3 | under | 25.0% | |
| Administration Costs | 1,504 | 1,504 | 0 | 729 | 753 | (24) | over | (3.3%) | 2 |
| Payments to Other Bodies | 2,525 | 2,525 | 0 | 1,187 | 1,163 | 24 | under | 2.0% | 3, a, b |
| Payments to Contractors | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Financing Charges | 39 | 39 | 0 | 20 | 27 | (7) | over | (35.0%) | |
| Total Controllable Exp. | 11,881 | 11,881 | 0 | 5,947 | 5,981 | (34) | over | (0.6%) | |
| Total Controllable Inc. | (2,544) | (2,544) | 0 | (593) | (616) | 23 | over recovered | 3.9% | 4, b |
| Net Controllable Exp. | 9,337 | 9,337 | 0 | 5,354 | 5,365 | (11) | over | (0.2%) | |

Variance Explanations**1. Supplies and Services**

The overspend relates to the one-off purchase of equipment at the Coalyard.

2. Administration Costs

The overspend relates to the increased costs of advertising and legal expenses in the financial year.

3. Payment to Other Bodies

The underspend is due to lower than anticipated physiotherapy payments to date and is offset by under recovery of income.

4. Income

The over recovery relates to increased income from Skills Development Scotland for Modern Apprentices in the financial year to date, partially offset by an under recovery of income for physiotherapy recharges.

Budget Virements

- Transfer of Tackling Poverty Programme budgets from Community and Enterprise Resources (Planning and Economic Development Services). Net Effect £1.232m. Employee Costs £0.290m and Payments to Other Bodies £0.942m.
- Transfer of Community Planning budgets from Communications and Strategy Services. Net Effect £0.087m: Employee Costs £0.099m, Payments to Other Bodies £0.022m and Income (£0.034m).

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Administration, Legal and Licensing Services

| | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|------------------|----------------------|--------------------------------|----------------------------------|--------------------|----------------------|-------------------|---------------------------|------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| <u>Budget Category</u> | | | | | | | | | |
| Employee Costs | 4,266 | 4,266 | 0 | 2,241 | 2,260 | (19) | over | (0.8%) | 1 |
| Property Costs | 17 | 17 | 0 | 10 | 9 | 1 | under | 10.0% | |
| Supplies & Services | 126 | 126 | 0 | 92 | 97 | (5) | over | (5.4%) | |
| Transport & Plant | 14 | 14 | 0 | 9 | 10 | (1) | over | (11.1%) | |
| Administration Costs | 2,056 | 2,056 | 0 | 1,098 | 1,136 | (38) | over | (3.5%) | 2 |
| Payments to Other Bodies | 679 | 679 | 0 | 629 | 612 | 17 | under | 2.7% | |
| Payments to Contractors | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Financing Charges | 48 | 48 | 0 | 24 | 12 | 12 | under | 50.0% | |
| Total Controllable Exp. | 7,206 | 7,206 | 0 | 4,103 | 4,136 | (33) | over | (0.8%) | |
| Total Controllable Inc. | (3,188) | (3,188) | 0 | (1,083) | (1,116) | 33 | over recovered | 3.0% | 3 |
| Net Controllable Exp. | 4,018 | 4,018 | 0 | 3,020 | 3,020 | 0 | - | 0.0% | |

Variance Explanations**1. Employee Costs**

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

2. Administration Costs

The overspend is due to the costs associated with the by-election held during the year.

3. Income

The over recovery relates to greater than anticipated landlord registration income received in the financial year to date.

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 11 October 2019 (No.7)

Communications and Strategy Services

| Budget Category | Annual Budget | Forecast for Year | Annual Forecast Variance | Budget Proportion 11/10/19 | Actual 11/10/19 | Variance 11/10/19 | | % Variance 11/10/19 | Note |
|--------------------------------|----------------------|--------------------------|---------------------------------|-----------------------------------|------------------------|--------------------------|------------------------|----------------------------|-------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | | | |
| Employee Costs | 1,770 | 1,770 | 0 | 906 | 898 | 8 | under | 0.9% | a |
| Property Costs | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Supplies & Services | 613 | 613 | 0 | 329 | 342 | (13) | over | (4.0%) | |
| Transport & Plant | 28 | 28 | 0 | 15 | 14 | 1 | under | 6.7% | |
| Administration Costs | 1,045 | 1,045 | 0 | 464 | 499 | (35) | over | (7.5%) | 1 |
| Payments to Other Bodies | 6 | 6 | 0 | 3 | 1 | 2 | under | 66.7% | a |
| Payments to Contractors | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | - | n/a | |
| Financing Charges | 326 | 326 | 0 | 168 | 174 | (6) | over | (3.6%) | |
| Total Controllable Exp. | 3,788 | 3,788 | 0 | 1,885 | 1,928 | (43) | over | (2.3%) | |
| Total Controllable Inc. | (2,792) | (2,792) | 0 | (1,112) | (1,061) | (51) | under recovered | (4.6%) | 2, a |
| Net Controllable Exp. | 996 | 996 | 0 | 773 | 867 | (94) | over | (12.2%) | |

Variance Explanations**1. Administration Costs**

The overspend is due to greater than anticipated cost of materials for internal printing work completed to date.

2. Income

The under recovery is due to less than anticipated income from external work completed to date.

Budget Virements

- a. Transfer of Community Planning budgets to Personnel Services. Net Effect (£0.087m): Employee Costs (£0.099m), Payments to Other Bodies (£0.022m) and Income £0.034m.

Report

6

| | |
|------------------|---|
| Report to: | Finance and Corporate Resources Committee |
| Date of Meeting: | 11 December 2019 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Capital Budget Monitoring 2019/2020 - 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 2019 to 11 October 2019

2. Recommendation(s)

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

- (1) that the Finance and Corporate Resources capital programme of £0.993 million, and expenditure to date of £0.232 million, be noted.

3. Background

- 3.1. This is the third capital monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2019/2020. Further reports will follow throughout the year.
- 3.2. The budget reflects the programme for the year (Executive Committee, 29 May 2019) as well as budget adjustments approved by the Executive Committee during 2019/2020. There has been no change since the last report to this Committee.
- 3.3. The report details the financial position for Finance and Corporate Resources in Appendix A.

4. Employee Implications

4.1. None

5. Financial Implications

5.1. The total capital programme for Finance and Corporate Resources for 2019/2020 is £0.993 million. Anticipated spend to date was £0.412 million, and £0.232 million has been spent. This represents a position of £0.180 million behind profile and this is due to the timing of project spend.

6. Other Implications (Including Environmental and Risk Issues)

6.1. 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.

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

7. Equality Impact Assessment and Consultation Arrangements

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

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

Paul Manning

Executive Director (Finance and Corporate Resources)

21 November 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 29 May 2019
- ◆ Finance and Corporate Resources Committee – 2 October 2019

List of Background Papers

- ◆ Financial ledger to 11 October 2019

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

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

**South Lanarkshire Council
Capital Expenditure 2019-2020
Finance and Corporate Resources Programme
For Period 1 April 2019 – 11 October 2019**

| <u>Finance and Corporate Resources</u> | Total Original Budget £000 | Budget Adjustments £000 | Slippage £000 | Total Budget £000 | Budget to Date £000 | Actual Expenditure £000 |
|---|-------------------------------------|-------------------------------|------------------|-------------------------|---------------------------|-------------------------------|
| Information Technology Services | 929 | 64 | 0 | 993 | 412 | 232 |
| TOTAL | 929 | 64 | 0 | 993 | 412 | 232 |

Report

7

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resources – Workforce
Monitoring – August and September 2019**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for the period August and September 2019 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 August and September 2019 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 14 September 2019

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 August to September 2019.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of September 2019 for Finance and Corporate Resources.

The Resource absence figure for September 2019 was 3.3%, which represents a decrease of 0.3% when compared to last month and is 1.2% lower than the Council-wide figure. Compared to September 2018, the Resource absence figure has increased by 0.3%.

Based on the absence figures at September 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 3.5%, compared to a Council-wide average figure of 4.5%.

For the financial year 2019/2020, the projected average days lost per employee equates to 7.8 days, compared with the overall figure for the Council of 9.7 days per employee.

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 6 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

Three accidents/incidents were 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)

During the period, no disciplinary hearings were held within the Resource, which is a decrease of 1 when compared with the same period last year. There were no grievance hearings held within the Resource this period, which remains unchanged when compared with the same period last year. There were no Dignity at Work hearings held within the Resources this period, which is a decrease of 1 when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 5 leavers in the Resource this period. This figure has decreased by 3 when compared with the same period last year. Exit interviews were held with 2 employees.

4.6. From September 2019, when processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:-

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

4.7. In September 2019, a total of 7 employees left employment and managers indicated that 1 of these would be filled on a fixed term basis pending savings and the remaining 6 were being filled.

4.8 A reconciliation of existing workforce information at 10 October 2019 showed there were 41.4 FTE vacant posts in the Resource. Of these, 22.2 FTE were being filled through a recruitment process and the remaining 19.2 were being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.

5 Staffing Watch (Appendix 3)

5.1 There has been a decrease of 5 in the number of employees in post from 8 June 2019 to 14 September 2019.

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. Other Implications (Including Environmental and Risk Issues)

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

9. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

1 November 2019

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 – 2 October 2019

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:-

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: Janet.McLuckie@southlanarkshire.gov.uk

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Finance and Corporate Resources

| APT&C | | | | Manual Workers | | | | Resource Total | | | | Council Wide | | | | |
|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | |
| April | 2.8 | 3.1 | 3.5 | April | | 8.6 | 7.1 | April | 2.8 | 3.2 | 3.6 | April | 3.9 | 4.1 | 4.0 | |
| May | 3.2 | 3.3 | 3.2 | May | 0.0 | 0.4 | 0.0 | May | 3.2 | 3.2 | 3.2 | May | 4.2 | 4.2 | 4.4 | |
| June | 3.3 | 2.5 | 3.3 | June | 0.0 | 0.0 | 0.5 | June | 3.3 | 2.5 | 3.2 | June | 3.9 | 4.3 | 4.4 | |
| July | 3.1 | 2.9 | 3.3 | July | 0.0 | 0.0 | 2.4 | July | 3.0 | 2.9 | 3.2 | July | 3.0 | 3.4 | 3.4 | |
| August | 3.5 | 2.8 | 3.6 | August | 0.0 | 0.4 | 5.9 | August | 3.4 | 2.8 | 3.6 | August | 3.2 | 3.6 | 3.7 | |
| September | 4.1 | 3.1 | 3.3 | September | 0.0 | 0.0 | 3.5 | September | 4.1 | 3.0 | 3.3 | September | 4.0 | 4.4 | 4.5 | |
| October | 4.4 | 3.6 | | October | 0.0 | 0.0 | | October | 4.3 | 3.6 | | October | 4.1 | 4.4 | | |
| November | 4.2 | 4.6 | | November | 0.0 | 0.0 | | November | 4.1 | 4.6 | | November | 4.8 | 5.1 | | |
| December | 3.5 | 3.8 | | December | 0.0 | 0.0 | | December | 3.4 | 3.8 | | December | 5.1 | 4.8 | | |
| January | 4.1 | 3.6 | | January | 7.0 | 0.0 | | January | 4.2 | 3.5 | | January | 5.0 | 4.9 | | |
| February | 4.2 | 3.7 | | February | 2.5 | 2.3 | | February | 4.2 | 3.6 | | February | 5.0 | 5.2 | | |
| March | 3.8 | 3.2 | | March | 16.9 | 9.8 | | March | 4.0 | 3.3 | | March | 4.7 | 4.9 | | |
| Annual Average | 3.7 | 3.4 | 3.6 | Annual Average | 2.4 | 1.8 | 2.6 | Annual Average | 3.7 | 3.3 | 3.5 | Annual Average | 4.2 | 4.4 | 4.5 | |
| Average Apr-Sep | 3.3 | 3.0 | 3.4 | Average Apr-Sep | 0.0 | 1.6 | 3.2 | Average Apr-Sep | 3.3 | 2.9 | 3.4 | Average Apr-Sep | 3.7 | 4.0 | 4.1 | |
| No of Employees at 30 September 2019 | | | 975 | No of Employees at 30 September 2019 | | | 11 | No of Employees at 30 September 2019 | | | 986 | No of Employees at 30 September 2019 | | | 15781 | |

For the financial year 2019/20, the projected average days lost per employee equates to 7.8 days.
 Figures for manual workers only applicable from May 2017/2018

FINANCE AND CORPORATE RESOURCES

| | Aug-Sep 2018 | Aug-Sep 2019 |
|---|-----------------|-----------------|
| MEDICAL EXAMINATIONS | | |
| Number of Employees Attending | 11 | 17 |
| EMPLOYEE COUNSELLING SERVICE | | |
| Total Number of Referrals | 3 | 0 |
| PHYSIOTHERAPY SERVICE | | |
| Total Number of Referrals | 27 | 24 |
| REFERRALS TO EMPLOYEE SUPPORT OFFICER | 16 | 18 |
| REFERRALS TO COGNITIVE BEHAVIOUR THERAPY | 8 | 0 |
| TOTAL | 65 | 59 |

| CAUSE OF ACCIDENTS/INCIDENTS | Aug-Sep 2018 | Aug-Sep 2019 |
|----------------------------------|-----------------|-----------------|
| Minor | 1 | 1 |
| Violent Incident: Physical**** | 1 | 0 |
| Violent Incident: Verbal***** | 2 | 2 |
| Total Accidents/Incidents | 4 | 3 |

*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 | Aug-Sep 2018 | Aug-Sep 2019 |
|---------------------------------|-----------------|-----------------|
| Total Number of Hearings | 1 | 0 |

Time Taken to Convene Hearing Aug - Sep 2019

| | | |
|-----------|-----------|--------------|
| 0-3 Weeks | 4-6 Weeks | Over 6 Weeks |
| 0 | 0 | 0 |

| RECORD OF GRIEVANCE HEARINGS | Aug-Sep 2018 | Aug-Sep 2019 |
|------------------------------|-----------------|-----------------|
| Number of Grievances | 0 | 0 |

| RECORD OF DIGNITY AT WORK | Aug-Sep 2018 | Aug-Sep 2019 |
|---------------------------------|-----------------|-----------------|
| Number of Incidents | 1 | 0 |
| Number Resolved at Formal Stage | 1 | 0 |

| ANALYSIS OF REASONS FOR LEAVING | Aug-Sep 2018 | Aug-Sep 2019 |
|--|-----------------|-----------------|
| Career Advancement | 1 | 1 |
| Moving Outwith Area | 0 | 1 |
| Further Education | 1 | 0 |
| Number of Exit Interviews conducted | 2 | 2 |

| | | |
|--|---|---|
| Total Number of Leavers Eligible for Exit Interview | 8 | 5 |
|--|---|---|

| | | |
|---|-----|-----|
| Percentage of interviews conducted | 25% | 40% |
|---|-----|-----|

1. As at 14 September 2019

| Total Number of Employees | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|-----------|---------|--------|
| MALE | | FEMALE | | TOTAL | | | | | |
| F/T | P/T | F/T | P/T | | | | | | |
| 213 | 15 | 381 | 304 | 913 | | | | | |
| | | | | | | | | | |
| *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 | 124.65 | 349.16 | 236.18 | 65.54 | 26.70 | 6.00 | 1.00 | 0.00 | 811.23 |

1. As at 8 June 2019

| Total Number of Employees | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|-----------|---------|--------|
| MALE | | FEMALE | | TOTAL | | | | | |
| F/T | P/T | F/T | P/T | | | | | | |
| 211 | 15 | 387 | 305 | | | | | | |
| 918 | | | | | | | | | |
| | | | | | | | | | |
| *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 | 132.63 | 349.47 | 236.3 | 62.62 | 27.7 | 6 | 1 | 0 | 817.72 |

Report

8

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council-wide Workforce Monitoring – August and September 2019**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period August and September 2019

2. Recommendation(s)

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

(1) that the following employment information for the period August and September 2019 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 14 September 2019

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for the Council provides information on the position for the period August and September 2019.

4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for September 2019, is provided in Appendices 1 to 8. Points to note are:-

The Council's absence rate for September 2019, shown in Appendix 1, is 4.5%, which represents an increase of 0.8% when compared with last month and the figure has increased by 0.1% when compared to September 2018.

When compared to September 2018, the APT&C absence rate has increased by 0.1%, the teachers' figure has increased by 0.3% and the manual workers' figure has decreased by 0.1%.

Based on annual trends and the absence rate to September 2019, the projected average absence rate for the Council for the financial year 2019/2020 is 4.5%.

For the financial year 2019/2020 the projected average days lost per employee equates to 9.7 days.

In comparison to September 2018 (Appendix 8):-

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions have increased by 349 days.
- ◆ Total days lost due to psychological conditions have increased by 551 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 323 days.
- ◆ Total days lost due to respiratory conditions have decreased by 55 days.

5. Occupational Health

5.1. Information on Occupational Health for the period August and September 2019 is provided in Appendix 9.

- ◆ during the period there were 275 employees referred for a medical examination, an increase of 16 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 426 employees attended physiotherapy treatment, showing an increase of 23 when compared to the same period last year. Of the 426 employees referred, 79% remained at work whilst undertaking treatment.
- ◆ during this period 259 employees were referred to the Employee Support Officer, showing an increase of 31 when compared with the same period last year. Of the referrals made this period, 87% related to personal reasons.
- ◆ 132 employees were referred to the PAM Assist counselling service this period, showing an increase of 97 when compared with the same period last year. Personal reasons accounted for 58% of the referrals made, 24% were for work related reasons and 18% were for other reasons.
- ◆ 24 employees were referred for Cognitive Behavioural Therapy this period, a decrease of 39 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for August and September 2019 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 179, this figure has increased by 22 from the same period last year.
- ◆ there were no specified injury accidents/incidents recorded, this figure has decreased by 1 from the same period last year.
- ◆ there were 168 minor accidents/incidents, this figure has increased by 19 from the same period last year.
- ◆ 3 accidents resulted in an absence lasting over 3 days during the period, this figure has increased by 2 from the same period last year.
- ◆ there were 8 accidents resulting in absences lasting over 7 days during the period, this figure has increased by 2 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 August and September 2019 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 26 disciplinary hearings were held across Resources within the Council, a decrease of 3 when compared to the same period last year
- ◆ action was taken in 21 of these cases. One appeal was raised against the outcomes
- ◆ our target is to convene disciplinary hearings within 6 weeks, 81% of hearings met this target
- ◆ during the period, 2 appeals were heard by the Appeals Panel of which 1 was upheld in part and 1 was not upheld
- ◆ during the period, 1 appeal was withdrawn
- ◆ at the end of September 2019, 3 Appeals Panels were pending
- ◆ during the period, 6 grievance cases were raised
- ◆ during the period, 2 Dignity at Work cases were raised
- ◆ during the period, 3 referral for mediations were submitted

8. Analysis of Leavers and Exit Interviews

8.1. Information on the number of leavers and exit interviews for the period August and September 2019 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 14 September 2019, the Council's turnover figure for August and September 2019 is as follows:-

182 leavers eligible for exit interviews/14,901 employees in post = Labour Turnover of 1.2%.

Based on the figure at September 2019, the projected annual labour turnover figure for the financial year 2019/2020 for the Council is 4.5%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 182 employees leaving the Council that were eligible for an exit interview, an increase of 23 when compared with the same period last year
- ◆ exit interviews were held with 8% of leavers, compared with 24% from the same period last year.

8.3. From September 2019, when processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:-

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

8.4. In September 2019, 97 employees left employment and managers indicated that 92 of those would be replaced. Referring to the table in Appendix 13a, 4 posts were filled on a fixed term basis pending savings and the budget for 1 post was transferred to another post.

- 8.5. A reconciliation of existing workforce information at 10 October 2019 showed there were 377.52 FTE vacant posts. Of these, 335.42 FTE are being filled through a recruitment process and the remaining 42.1 FTE are being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.

9 Recruitment Monitoring

- 9.1. Information on Recruitment Monitoring for August and September 2019 is contained within Appendix 14.

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

- ◆ overall, 3,975 applications and 3,928 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (197), 98 were shortlisted for interview and 15 were appointed.
- ◆ of those applicants of a black/ethnic minority background (121), 41 were shortlisted for interview and 5 were appointed.

10. Staffing Watch

- 10.1. There has been an increase of 382 in the number of employees in post from 8 June 2019 to 14 September 2019.

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. Other Implications (Including Environmental and Risk Issues)

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

14. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

1 November 2019

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 – 2 October 2019

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:-

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: Janet.McLuckie@southlanarkshire.gov.uk

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Council Wide

| APT&C | | | | Teachers | | | | Manual Workers | | | | Council Wide | | | | | | | |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | | | |
| | % | % | % | | % | % | % | | % | % | % | | % | % | % | | | | |
| April | 4.1 | 4.2 | 4.0 | April | 2.1 | 1.9 | 2.9 | April | 5.2 | 5.7 | 5.2 | April | 3.9 | 4.1 | 4.0 | | | | |
| May | 4.4 | 4.2 | 4.4 | May | 2.7 | 2.1 | 3.2 | May | 5.1 | 6.1 | 5.6 | May | 4.2 | 4.2 | 4.4 | | | | |
| June | 4.1 | 4.2 | 4.4 | June | 2.2 | 2.3 | 2.7 | June | 4.9 | 6.0 | 5.7 | June | 3.9 | 4.3 | 4.4 | | | | |
| July | 3.3 | 3.5 | 3.5 | July | 0.8 | 1.0 | 1.2 | July | 4.5 | 5.1 | 5.1 | July | 3.0 | 3.4 | 3.4 | | | | |
| August | 3.7 | 3.7 | 3.9 | August | 1.0 | 1.2 | 1.3 | August | 4.5 | 5.4 | 5.5 | August | 3.2 | 3.6 | 3.7 | | | | |
| September | 4.4 | 4.4 | 4.5 | September | 2.2 | 2.2 | 2.5 | September | 5.0 | 6.2 | 6.1 | September | 4.0 | 4.4 | 4.5 | | | | |
| October | 4.3 | 4.7 | | October | 2.4 | 2.2 | | October | 5.4 | 5.8 | | October | 4.1 | 4.4 | | | | | |
| November | 4.7 | 5.3 | | November | 3.5 | 3.5 | | November | 6.1 | 6.0 | | November | 4.8 | 5.1 | | | | | |
| December | 4.9 | 4.9 | | December | 3.8 | 3.1 | | December | 6.7 | 6.3 | | December | 5.1 | 4.8 | | | | | |
| January | 5.0 | 4.7 | | January | 3.0 | 3.3 | | January | 6.6 | 6.6 | | January | 5.0 | 4.9 | | | | | |
| February | 5.2 | 4.9 | | February | 3.0 | 4.0 | | February | 6.5 | 6.7 | | February | 5.0 | 5.2 | | | | | |
| March | 4.8 | 4.7 | | March | 2.9 | 3.9 | | March | 6.2 | 6.1 | | March | 4.7 | 4.9 | | | | | |
| Annual Average | 4.4 | 4.5 | 4.5 | Annual Average | 2.5 | 2.6 | 2.8 | Annual Average | 5.6 | 6.0 | 5.9 | Annual Average | 4.2 | 4.4 | 4.5 | | | | |
| Average Apr-Sep | 4.0 | 4.0 | 4.1 | Average Apr-Sep | 1.8 | 1.8 | 2.3 | Average Apr-Sep | 4.9 | 5.8 | 5.5 | Average Apr-Sep | 3.7 | 4.0 | 4.1 | | | | |
| No of Employees at 30 September 2019 | | | | 7313 | No of Employees at 30 September 2019 | | | | 3881 | No of Employees at 30 September 2019 | | | | 4587 | No of Employees at 30 September 2019 | | | | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 9.7 days.

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Community and Enterprise Resources

| APT&C | | | | Manual Workers | | | | Resource Total | | | | Council Wide | | | | | | | |
|--------------------------------------|-------------|-------------|-------------|-----------------|--------------------------------------|-------------|-------------|-----------------|-------------|--------------------------------------|-------------|-----------------|-------------|-------------|--------------------------------------|--|--|--|-------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | | | |
| April | 3.9 | 3.2 | 4.0 | April | 5.2 | 5.4 | 4.4 | April | 4.8 | 5.0 | 4.3 | April | 3.9 | 4.1 | 4.0 | | | | |
| May | 4.4 | 2.8 | 3.6 | May | 5.7 | 6.0 | 5.1 | May | 5.4 | 5.5 | 4.9 | May | 4.2 | 4.2 | 4.4 | | | | |
| June | 4.2 | 3.8 | 3.9 | June | 5.1 | 5.8 | 5.5 | June | 4.9 | 5.5 | 5.3 | June | 3.9 | 4.3 | 4.4 | | | | |
| July | 3.4 | 4.3 | 3.9 | July | 4.2 | 4.5 | 4.3 | July | 4.0 | 4.4 | 4.3 | July | 3.0 | 3.4 | 3.4 | | | | |
| August | 3.6 | 4.8 | 4.0 | August | 4.5 | 5.3 | 5.1 | August | 4.3 | 5.2 | 4.9 | August | 3.2 | 3.6 | 3.7 | | | | |
| September | 3.4 | 6.0 | 2.9 | September | 5.0 | 6.2 | 5.9 | September | 4.8 | 6.2 | 5.4 | September | 4.0 | 4.4 | 4.5 | | | | |
| October | 3.8 | 3.8 | | October | 5.6 | 5.8 | | October | 5.3 | 5.5 | | October | 4.1 | 4.4 | | | | | |
| November | 4.5 | 4.8 | | November | 6.2 | 6.2 | | November | 5.9 | 6.0 | | November | 4.8 | 5.1 | | | | | |
| December | 3.6 | 4.1 | | December | 6.4 | 6.0 | | December | 5.9 | 5.7 | | December | 5.1 | 4.8 | | | | | |
| January | 3.0 | 3.4 | | January | 6.3 | 6.1 | | January | 5.7 | 5.6 | | January | 5.0 | 4.9 | | | | | |
| February | 3.0 | 4.1 | | February | 6.8 | 6.3 | | February | 6.1 | 5.9 | | February | 5.0 | 5.2 | | | | | |
| March | 3.4 | 4.8 | | March | 6.1 | 5.6 | | March | 5.6 | 5.5 | | March | 4.7 | 4.9 | | | | | |
| Annual Average | 3.7 | 4.2 | 3.9 | Annual Average | 5.6 | 5.8 | 5.5 | Annual Average | 5.2 | 5.5 | 5.3 | Annual Average | 4.2 | 4.4 | 4.5 | | | | |
| Average Apr-Sep | 3.8 | 4.2 | 3.7 | Average Apr-Sep | 5.0 | 5.5 | 5.1 | Average Apr-Sep | 4.7 | 5.3 | 4.9 | Average Apr-Sep | 3.7 | 4.0 | 4.1 | | | | |
| No of Employees at 30 September 2019 | | | | 553 | No of Employees at 30 September 2019 | | | | 2876 | No of Employees at 30 September 2019 | | | | 3429 | No of Employees at 30 September 2019 | | | | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 12.2 days.

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Education Resources

| APT&C | | | | Teachers | | | | Resource Total | | | | Council Wide | | | |
|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 |
| April | 4.0 | 4.1 | 3.5 | April | 2.1 | 1.9 | 2.9 | April | 2.9 | 2.8 | 3.2 | April | 3.9 | 4.1 | 4.0 |
| May | 4.7 | 4.5 | 4.2 | May | 2.7 | 2.1 | 3.2 | May | 3.5 | 3.1 | 3.6 | May | 4.2 | 4.2 | 4.4 |
| June | 3.6 | 4.4 | 3.8 | June | 2.2 | 2.3 | 2.7 | June | 2.8 | 3.2 | 3.2 | June | 3.9 | 4.3 | 4.4 |
| July | 2.1 | 2.4 | 2.4 | July | 0.8 | 1.0 | 1.2 | July | 1.3 | 1.6 | 1.7 | July | 3.0 | 3.4 | 3.4 |
| August | 2.7 | 2.7 | 2.8 | August | 1.0 | 1.2 | 1.3 | August | 1.7 | 1.8 | 2.0 | August | 3.2 | 3.6 | 3.7 |
| September | 4.3 | 4.1 | 4.3 | September | 2.2 | 2.2 | 2.5 | September | 3.0 | 3.0 | 3.3 | September | 4.0 | 4.4 | 4.5 |
| October | 4.6 | 4.7 | | October | 2.4 | 2.2 | | October | 3.3 | 3.2 | | October | 4.1 | 4.4 | |
| November | 5.0 | 5.7 | | November | 3.5 | 3.5 | | November | 4.1 | 4.4 | | November | 4.8 | 5.1 | |
| December | 5.3 | 5.4 | | December | 3.8 | 3.1 | | December | 4.4 | 4.1 | | December | 5.1 | 4.8 | |
| January | 5.2 | 5.1 | | January | 3.0 | 3.3 | | January | 3.9 | 4.1 | | January | 5.0 | 4.9 | |
| February | 5.5 | 5.3 | | February | 3.0 | 4.0 | | February | 4.0 | 4.5 | | February | 5.0 | 5.2 | |
| March | 4.7 | 5.0 | | March | 2.9 | 3.9 | | March | 3.7 | 4.4 | | March | 4.7 | 4.9 | |
| Annual Average | 4.3 | 4.5 | 4.4 | Annual Average | 2.5 | 2.6 | 2.8 | Annual Average | 3.2 | 3.4 | 3.5 | Annual Average | 4.2 | 4.4 | 4.5 |
| Average Apr-Sep | 3.6 | 3.7 | 3.5 | Average Apr-Sep | 1.8 | 1.8 | 2.3 | Average Apr-Sep | 2.5 | 2.6 | 2.8 | Average Apr-Sep | 3.7 | 4.0 | 4.1 |
| No of Employees at 30 September 2019 | | | 3038 | No of Employees at 30 September 2019 | | | 3881 | No of Employees at 30 September 2019 | | | 6919 | No of Employees at 30 September 2019 | | | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 6.8 days.

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Finance and Corporate Resources

| APT&C | | | | Manual Workers | | | | Resource Total | | | | Council Wide | | | | | | | |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | | | |
| April | 2.8 | 3.1 | 3.5 | April | | 8.6 | 7.1 | April | 2.8 | 3.2 | 3.6 | April | 3.9 | 4.1 | 4.0 | | | | |
| May | 3.2 | 3.3 | 3.2 | May | 0.0 | 0.4 | 0.0 | May | 3.2 | 3.2 | 3.2 | May | 4.2 | 4.2 | 4.4 | | | | |
| June | 3.3 | 2.5 | 3.3 | June | 0.0 | 0.0 | 0.5 | June | 3.3 | 2.5 | 3.2 | June | 3.9 | 4.3 | 4.4 | | | | |
| July | 3.1 | 2.9 | 3.3 | July | 0.0 | 0.0 | 2.4 | July | 3.0 | 2.9 | 3.2 | July | 3.0 | 3.4 | 3.4 | | | | |
| August | 3.5 | 2.8 | 3.6 | August | 0.0 | 0.4 | 5.9 | August | 3.4 | 2.8 | 3.6 | August | 3.2 | 3.6 | 3.7 | | | | |
| September | 4.1 | 3.1 | 3.3 | September | 0.0 | 0.0 | 3.5 | September | 4.1 | 3.0 | 3.3 | September | 4.0 | 4.4 | 4.5 | | | | |
| October | 4.4 | 3.6 | | October | 0.0 | 0.0 | | October | 4.3 | 3.6 | | October | 4.1 | 4.4 | | | | | |
| November | 4.2 | 4.6 | | November | 0.0 | 0.0 | | November | 4.1 | 4.6 | | November | 4.8 | 5.1 | | | | | |
| December | 3.5 | 3.8 | | December | 0.0 | 0.0 | | December | 3.4 | 3.8 | | December | 5.1 | 4.8 | | | | | |
| January | 4.1 | 3.6 | | January | 7.0 | 0.0 | | January | 4.2 | 3.5 | | January | 5.0 | 4.9 | | | | | |
| February | 4.2 | 3.7 | | February | 2.5 | 2.3 | | February | 4.2 | 3.6 | | February | 5.0 | 5.2 | | | | | |
| March | 3.8 | 3.2 | | March | 16.9 | 9.8 | | March | 4.0 | 3.3 | | March | 4.7 | 4.9 | | | | | |
| Annual Average | 3.7 | 3.4 | 3.6 | Annual Average | 2.4 | 1.8 | 2.6 | Annual Average | 3.7 | 3.3 | 3.5 | Annual Average | 4.2 | 4.4 | 4.5 | | | | |
| Average Apr-Sep | 3.3 | 3.0 | 3.4 | Average Apr-Sep | 0.0 | 1.6 | 3.2 | Average Apr-Sep | 3.3 | 2.9 | 3.4 | Average Apr-Sep | 3.7 | 4.0 | 4.1 | | | | |
| No of Employees at 30 September 2019 | | | | 975 | No of Employees at 30 September 2019 | | | | 11 | No of Employees at 30 September 2019 | | | | 986 | No of Employees at 30 September 2019 | | | | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 7.8 days.
 Figures for manual workers only applicable from May 2017/2018

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Housing & Technical Resources

| APT&C | | | | Manual Workers | | | | Resource Total | | | | Council Wide | | | | | | | |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | | | |
| April | 4.3 | 3.9 | 3.9 | April | 4.5 | 6.5 | 6.7 | April | 4.4 | 4.9 | 5.0 | April | 3.9 | 4.1 | 4.0 | | | | |
| May | 4.2 | 3.6 | 4.2 | May | 3.9 | 6.5 | 5.1 | May | 4.1 | 4.8 | 4.5 | May | 4.2 | 4.2 | 4.4 | | | | |
| June | 3.9 | 4.0 | 4.8 | June | 4.4 | 6.2 | 5.0 | June | 4.1 | 4.9 | 4.9 | June | 3.9 | 4.3 | 4.4 | | | | |
| July | 4.3 | 3.7 | 4.1 | July | 4.9 | 6.3 | 5.4 | July | 4.5 | 4.8 | 4.6 | July | 3.0 | 3.4 | 3.4 | | | | |
| August | 4.7 | 4.1 | 4.0 | August | 4.0 | 5.5 | 5.7 | August | 4.4 | 4.6 | 4.7 | August | 3.2 | 3.6 | 3.7 | | | | |
| September | 4.3 | 4.5 | 4.4 | September | 4.5 | 6.2 | 5.8 | September | 4.4 | 5.2 | 5.0 | September | 4.0 | 4.4 | 4.5 | | | | |
| October | 3.8 | 4.3 | | October | 4.4 | 5.9 | | October | 4.0 | 4.9 | | October | 4.1 | 4.4 | | | | | |
| November | 4.9 | 4.8 | | November | 6.4 | 6.5 | | November | 5.5 | 5.5 | | November | 4.8 | 5.1 | | | | | |
| December | 5.0 | 4.4 | | December | 9.0 | 6.5 | | December | 6.6 | 5.3 | | December | 5.1 | 4.8 | | | | | |
| January | 5.4 | 4.2 | | January | 7.3 | 7.0 | | January | 6.2 | 5.3 | | January | 5.0 | 4.9 | | | | | |
| February | 5.2 | 4.2 | | February | 6.1 | 6.6 | | February | 5.6 | 5.2 | | February | 5.0 | 5.2 | | | | | |
| March | 5.1 | 4.2 | | March | 6.0 | 7.3 | | March | 5.4 | 5.5 | | March | 4.7 | 4.9 | | | | | |
| Annual Average | 4.6 | 4.2 | 4.3 | Annual Average | 5.5 | 6.4 | 6.1 | Annual Average | 4.9 | 5.1 | 5.0 | Annual Average | 4.2 | 4.4 | 4.5 | | | | |
| Average Apr-Sep | 4.3 | 4.0 | 4.2 | Average Apr-Sep | 4.4 | 6.2 | 5.6 | Average Apr-Sep | 4.3 | 4.9 | 4.8 | Average Apr-Sep | 3.7 | 4.0 | 4.1 | | | | |
| No of Employees at 30 September 2019 | | | | 884 | No of Employees at 30 September 2019 | | | | 569 | No of Employees at 30 September 2019 | | | | 1453 | No of Employees at 30 September 2019 | | | | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 11.7 days.

ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020
Social Work Resources

| APT&C | | | | Manual Workers | | | | Resource Total | | | | Council Wide | | | | | | | |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | | | |
| April | 5.0 | 5.3 | 5.0 | April | 5.6 | 6.2 | 6.9 | April | 5.2 | 5.6 | 5.6 | April | 3.9 | 4.1 | 4.0 | | | | |
| May | 4.9 | 5.1 | 5.6 | May | 4.1 | 6.2 | 7.7 | May | 4.6 | 5.4 | 6.3 | May | 4.2 | 4.2 | 4.4 | | | | |
| June | 5.3 | 5.2 | 5.8 | June | 4.6 | 6.3 | 6.9 | June | 5.1 | 5.6 | 6.2 | June | 3.9 | 4.3 | 4.4 | | | | |
| July | 4.8 | 5.2 | 5.1 | July | 4.9 | 6.4 | 7.7 | July | 4.8 | 5.6 | 5.9 | July | 3.0 | 3.4 | 3.4 | | | | |
| August | 4.9 | 5.0 | 5.9 | August | 4.7 | 5.9 | 6.7 | August | 4.8 | 5.3 | 6.2 | August | 3.2 | 3.6 | 3.7 | | | | |
| September | 5.0 | 5.0 | 6.2 | September | 5.2 | 6.1 | 6.8 | September | 5.1 | 5.4 | 6.4 | September | 4.0 | 4.4 | 4.5 | | | | |
| October | 4.2 | 5.7 | | October | 5.8 | 5.6 | | October | 4.8 | 5.6 | | October | 4.1 | 4.4 | | | | | |
| November | 4.4 | 5.4 | | November | 5.9 | 5.3 | | November | 4.9 | 5.4 | | November | 4.8 | 5.1 | | | | | |
| December | 5.6 | 5.1 | | December | 6.1 | 6.9 | | December | 5.7 | 5.7 | | December | 5.1 | 4.8 | | | | | |
| January | 5.5 | 5.2 | | January | 7.3 | 8.4 | | January | 6.1 | 6.2 | | January | 5.0 | 4.9 | | | | | |
| February | 6.1 | 5.5 | | February | 5.8 | 8.5 | | February | 6.0 | 6.5 | | February | 5.0 | 5.2 | | | | | |
| March | 5.7 | 5.4 | | March | 6.5 | 6.5 | | March | 5.9 | 5.8 | | March | 4.7 | 4.9 | | | | | |
| Annual Average | 5.1 | 5.3 | 5.5 | Annual Average | 5.5 | 6.5 | 7.0 | Annual Average | 5.3 | 5.7 | 6.0 | Annual Average | 4.2 | 4.4 | 4.5 | | | | |
| Average Apr-Sep | 5.0 | 5.1 | 5.6 | Average Apr-Sep | 4.9 | 6.2 | 7.1 | Average Apr-Sep | 4.9 | 5.5 | 6.1 | Average Apr-Sep | 3.7 | 4.0 | 4.1 | | | | |
| No of Employees at 30 September 2019 | | | | 1863 | No of Employees at 30 September 2019 | | | | 1131 | No of Employees at 30 September 2019 | | | | 2994 | No of Employees at 30 September 2019 | | | | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 13.3 days.

ABSENCE BY LONG AND SHORT TERM

From: 1 July 2019 - 30 September 2019

| Resource | No of employees | July 2019 | | | August 2019 | | | September 2019 | | |
|---|-----------------|--------------------|-------------------|--------------------------|--------------------|-------------------|--------------------------|--------------------|-------------------|--------------------------|
| | | 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 | 3429 | 1.1 | 3.2 | 4.3 | 2.0 | 2.9 | 4.9 | 1.9 | 3.5 | 5.4 |
| Education | 6919 | 0.1 | 1.6 | 1.7 | 0.8 | 1.2 | 2.0 | 1.5 | 1.8 | 3.3 |
| Finance and Corporate | 986 | 1.2 | 2.0 | 3.2 | 1.4 | 2.2 | 3.6 | 1.2 | 2.1 | 3.3 |
| Housing & Technical | 1453 | 1.6 | 3.0 | 4.6 | 1.9 | 2.8 | 4.7 | 1.8 | 3.2 | 5.0 |
| Social Work | 2994 | 1.5 | 4.4 | 5.9 | 2.0 | 4.2 | 6.2 | 1.9 | 4.5 | 6.4 |
| Council Overall for July 2019 - September 2019 | 15781 | 0.8 | 2.6 | 3.4 | 1.4 | 2.3 | 3.7 | 1.7 | 2.8 | 4.5 |

ATTENDANCE MONITORING
Absence Classification

From : 1 September - 30 September 2019

| 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 | 1019 | 27 | 920 | 21 | 79 | 13 | 416 | 29 | 836 | 25 | 3270 | 24 |
| Psychological | 894 | 24 | 1366 | 31 | 323 | 53 | 393 | 28 | 1324 | 39 | 4300 | 32 |
| Stomach, Bowel, Blood, Metabolic Disorders | 557 | 15 | 516 | 12 | 86 | 14 | 235 | 17 | 381 | 11 | 1775 | 13 |
| Respiratory | 227 | 6 | 429 | 10 | 10 | 2 | 65 | 5 | 194 | 6 | 925 | 7 |
| Other Classification | 1089 | 29 | 1154 | 26 | 107 | 18 | 302 | 21 | 639 | 19 | 3291 | 24 |
| Total Days Lost By Resource | 3786 | 100 | 4385 | 100 | 605 | 100 | 1411 | 100 | 3374 | 100 | 13561 | 100 |
| Total Work Days Available | 69693 | | 134232 | | 18537 | | 28398 | | 52887 | | | |

From : 1 September - 30 September 2018

| 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 | 1209 | 31 | 528 | 15 | 46 | 8 | 346 | 24 | 792 | 29 | 2921 | 24 |
| Psychological | 1109 | 28 | 1287 | 36 | 195 | 35 | 510 | 36 | 648 | 24 | 3749 | 31 |
| Stomach, Bowel, Blood, Metabolic Disorders | 439 | 11 | 400 | 11 | 104 | 19 | 150 | 11 | 359 | 13 | 1452 | 12 |
| Respiratory | 356 | 9 | 333 | 9 | 81 | 15 | 72 | 5 | 138 | 5 | 980 | 8 |
| Other Classification | 844 | 21 | 1012 | 28 | 127 | 23 | 349 | 24 | 778 | 29 | 3110 | 25 |
| Total Days Lost By Resource | 3957 | 100 | 3560 | 100 | 553 | 100 | 1427 | 100 | 2715 | 100 | 12212 | 100 |
| Total Work Days Available | 64242 | | 119994 | | 18207 | | 27367 | | 50326 | | | |

*WDL = Work Days Lost

OCCUPATIONAL HEALTH REPORTS

FROM: 1 August 2019 - 30 September 2019 comparison with 1 August 2018 - 30 September 2018

| Medical Referrals | | | | | | | |
|----------------------|--------------------------|-----------|--------|-----------------------|---------------------|-------------|--------|
| | Community and Enterprise | Education | | Finance and Corporate | Housing & Technical | Social Work | Totals |
| | | Teachers | Others | | | | |
| TOTAL (Aug-Sep 2019) | 57 | 8 | 27 | 17 | 58 | 108 | 275 |
| TOTAL (Aug-Sep 2018) | 71 | 21 | 24 | 11 | 29 | 103 | 259 |

| No of Employees Referred For Physiotherapy | | |
|--|--------------|--------------|
| RESOURCE | Aug-Sep 2018 | Aug-Sep 2019 |
| Community and Enterprise | 108 | 117 |
| Education (Teachers) | 53 | 70 |
| Education (Others) | 58 | 68 |
| Finance and Corporate | 27 | 24 |
| Housing and Technical | 54 | 38 |
| Social Work | 103 | 109 |
| TOTAL | 403 | 426 |

| No of Employees Referred To Employee Support Officer | | |
|--|--------------|--------------|
| RESOURCE | Aug-Sep 2018 | Aug-Sep 2019 |
| Community and Enterprise | 67 | 63 |
| Education | 83 | 82 |
| Finance and Corporate | 16 | 18 |
| Housing and Technical | 24 | 23 |
| Social Work | 38 | 73 |
| TOTAL | 228 | 259 |

| No of Employees Referred For Cognitive Behavioural Therapy | | |
|--|--------------|--------------|
| RESOURCE | Aug-Sep 2018 | Aug-Sep 2019 |
| Community and Enterprise | 11 | 2 |
| Education | 24 | 2 |
| Finance and Corporate | 8 | 0 |
| Housing and Technical | 7 | 4 |
| Social Work | 13 | 6 |
| Not Disclose | 0 | 10 |
| TOTAL | 63 | 24 |

| 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 (Aug-Sep 2019) | 32 | 0 | 2 | 0 | 76 | 0 | 18 | 4 | 0 | 132 | 0 | |
| TOTAL (Aug-Sep 2018) | 7 | 0 | 0 | 0 | 23 | 1 | 0 | 3 | 1 | 33 | 2 | |
| | | | | | | | | | Total Referrals (Aug-Sep 2019) | | 132 | |
| | | | | | | | | | Total Referrals (Aug-Sep 2018) | | 35 | |

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

FROM: 1 August 2019 - 30 September 2019 comparison with 1 August 2018 - 30 September 2018

| | Community and Enterprise | | Education | | Finance and Corporate | | Housing & Tech | | Social Work | | TOTAL | |
|----------------------------------|--------------------------|------|-----------|------|-----------------------|------|----------------|------|-------------|------|-------|------|
| | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 |
| Specified Injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 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 | 0 | 1 | 0 | 1 |
| Over 7-day | 3 | 3 | 2 | 0 | 0 | 0 | 2 | 2 | 1 | 1 | 8 | 6 |
| Violent Incident: Physical | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Violent Incident: Verbal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Over 7-day** | 3 | 3 | 2 | 0 | 0 | 0 | 2 | 2 | 1 | 1 | 8 | 6 |
| Over 3-day | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 3 | 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** | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 3 | 1 |
| Minor | 18 | 11 | 4 | 2 | 1 | 1 | 5 | 3 | 3 | 3 | 31 | 20 |
| Near Miss | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 3 | 1 |
| Violent Incident: Physical | 10 | 1 | 94 | 94 | 0 | 1 | 0 | 0 | 6 | 11 | 110 | 107 |
| Violent Incident: Verbal | 0 | 2 | 11 | 8 | 2 | 2 | 3 | 2 | 8 | 7 | 24 | 21 |
| Total Minor*** | 30 | 15 | 109 | 104 | 3 | 4 | 9 | 5 | 17 | 21 | 168 | 149 |
| Total Accidents/Incidents | 34 | 18 | 111 | 104 | 3 | 4 | 13 | 8 | 18 | 23 | 179 | 157 |

*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 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 August 2019 - 30 September 2019 comparison with 1 August 2018 - 30 September 2018

| RESOURCE | No of Disciplinary Hearings | | | | Outcome of Disciplinary Hearings | | | | | | | | No of weeks to convene Disciplinary Hearing | | | % Held within Weeks |
|--------------------------|-----------------------------|---------------|----------|-------|----------------------------------|----------------|----------|-------|--------------|----------------|----------|-------|---|-----|----|---------------------|
| | APT&C | Manual/ Craft | Teachers | Total | No Action | | | | Action Taken | | | | 3 | 4-6 | 6+ | |
| | | | | | APT&C | Manual / Craft | Teachers | Total | APT&C | Manual / Craft | Teachers | Total | | | | |
| COMMUNITY AND ENTERPRISE | 0 | 16 | N/A | 16 | 0 | 3 | N/A | 3 | 0 | 13 | N/A | 13 | 12 | 0 | 4 | 75% |
| EDUCATION | 2 | 0 | 0 | 2 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 2 | 0 | 0 | 100% |
| HOUSING & TECHNICAL | 0 | 1 | N/A | 1 | 0 | 0 | N/A | 0 | 0 | 1 | N/A | 1 | 1 | 0 | 0 | 100% |
| SOCIAL WORK | 5 | 2 | N/A | 7 | 1 | 0 | N/A | 1 | 4 | 2 | N/A | 6 | 2 | 4 | 1 | 86% |
| TOTAL (Aug-Sep 2019) | 7 | 19 | 0 | 26 | 2 | 3 | 0 | 5 | 5 | 16 | 0 | 21 | 17 | 4 | 5 | 81% |
| TOTAL (Aug-Sep 2018) | 8 | 20 | 1 | 29 | 2 | 5 | 0 | 7 | 6 | 15 | 1 | 22 | 13 | 8 | 8 | 72% |

| 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 (Aug-Sep 2019) | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| TOTAL (Aug-Sep 2018) | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 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.

APPEALS PANEL

FROM: 1 August 2019 - 30 September 2019

| APPEALS PANEL | UPHELD | UPHELD IN PART | NOT UPHELD | WITHDRAWN | TOTAL | APPEALS PENDING TO DATE |
|---------------|--------|----------------|------------|-----------|-------|-------------------------|
| | 0 | 1 | 1 | 1 | 3 | 3 |

RECORD OF GRIEVANCES**FROM: 1 August 2019 - 30 September 2019 comparison with 1 August 2018 - 30 September 2018**

| GRIEVANCES | No of Grievances | No Resolved at Stage 1 | No Resolved at Stage 2 | No Resolved at Stage 3 | Still in Process |
|----------------------|------------------|------------------------|------------------------|------------------------|------------------|
| TOTAL (Aug-Sep 2019) | 6 | 1 | 3 | 0 | 2 |
| TOTAL (Aug-Sep 2018) | 2 | 1 | 1 | 0 | 0 |

DIGNITY AT WORK**FROM: 1 August 2019 - 30 September 2019 comparison with 1 August 2018 - 30 September 2018**

| 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 (Aug-Sep 2019) | 2 | 0 | 0 | 0 | 0 | 2 |
| TOTAL (Aug-Sep 2018) | 5 | 0 | 5 | 0 | 0 | 0 |

REFERRALS FOR WORKPLACE MEDIATION

As at September 2019

| WORKPLACE MEDIATION | Aug-19 | Sep-19 |
|--------------------------------------|--------|--------|
| No of Referrals | 2 | 1 |
| *No of Successful Cases | 0 | 0 |
| *No of Unsuccessful Cases | 0 | 0 |
| No of cases unsuitable for mediation | 0 | 0 |

| WORKPLACE MEDIATION | Aug-18 | Sep-18 |
|--------------------------------------|--------|--------|
| No of Referrals | 0 | 0 |
| *No of Successful Cases | 0 | 0 |
| *No of Unsuccessful Cases | 1 | 0 |
| No of cases unsuitable for mediation | 0 | 0 |

*successful/unsuccessful case outcomes may be shown outwith the month they were referred.

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

EXIT INTERVIEWS (Aug-Sep 2019)

| REASONS FOR LEAVING | Community and Enterprise | Education | Finance and Corporate | Housing & Technical | Social Work | Total | % |
|--|--------------------------|------------|-----------------------|---------------------|-------------|------------|----|
| MOVING OUTWITH AREA | 0 | 4 | 1 | 0 | 0 | 5 | 36 |
| CAREER ADVANCEMENT | 0 | 1 | 1 | 1 | 0 | 3 | 21 |
| CHILD CARING / CARING RESPONSIBILITIES | 0 | 1 | 0 | 0 | 1 | 2 | 14 |
| OTHER | 2 | 1 | 0 | 0 | 1 | 4 | 29 |
| NUMBER OF EXIT INTERVIEWS CONDUCTED | 2 | 7 | 2 | 1 | 2 | 14 | |
| TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW | 31 | 115 | 5 | 3 | 28 | 182 | |
| % OF LEAVERS INTERVIEWED | 6 | 6 | 40 | 33 | 7 | 8 | |

EXIT INTERVIEWS (Aug-Sep 2018)

| | | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|------------|--|
| NUMBER OF EXIT INTERVIEWS CONDUCTED | 7 | 22 | 2 | 2 | 5 | 38 | |
| TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW | 29 | 92 | 8 | 4 | 26 | 159 | |
| % OF LEAVERS INTERVIEWED | 24 | 24 | 25 | 50 | 19 | 24 | |

* Note these totals include temporary employees

Posts being held

| Resource | Filling fixed term | Budget to transfer to another post | Total |
|------------------------|---------------------------|---|--------------|
| Community & Enterprise | 3 | | 3 |
| Education | | 1 | 1 |
| Finance & Corporate | 1 | | 1 |
| Total | 4 | 1 | 5 |

| Resource | Vacancies being filled (FTE) | Vacant posts held pending savings (FTE) | Total (FTE) |
|------------------------|-------------------------------------|--|--------------------|
| Community & Enterprise | 70.23 | 29.1 | 99.33 |
| Education | 58.21 | 3 | 61.21 |
| Finance & Corporate | 22.2 | 19.2 | 41.4 |
| Housing & Technical | 37.49 | 0 | 37.49 |
| Social Work | 147.29 | 1 | 148.29 |
| Total | 335.42 | 52.3 | 387.72 |

RECRUITMENT MONITORING
Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 August 2019 - 30 September 2019

| | |
|--|-------------|
| Total Number of applications received: | 3975 |
| Total Number of Equal Opportunities Monitoring forms received: | 3928 |
| Total Number of posts recruited for: | 203 |
| Total Number of appointments: | 448 |

| Gender / Disability / Age | Applied | Interviewed | Appointed |
|--|-------------|-------------|------------|
| Total EO Forms Received | 3946 | 1349 | 419 |
| Total No of Male Applicants | 1258 | 410 | 120 |
| Total No of Female Applicants | 2647 | 934 | 296 |
| Total No of Disabled Applicants | 197 | 98 | 15 |
| Total No of applicants aged under 50 | 3091 | 1053 | 340 |
| Total No of applicants aged over 50 | 790 | 280 | 74 |
| Total No of White applicants | 3765 | 1296 | 412 |
| Total No of Black/Ethnic minority applicants* | 121 | 41 | 5 |

FROM : 1 August 2018 - 30 September 2018

| | |
|--|-------------|
| Total Number of applications received: | 1958 |
| Total Number of Equal Opportunities Monitoring forms received: | 1943 |
| Total Number of posts recruited for: | 103 |
| Total Number of appointments: | 144 |

| Gender / Disability / Age | Applied | Interviewed | Appointed |
|--|-------------|-------------|------------|
| Total EO Forms Received | 1943 | 546 | 142 |
| Total No of Male Applicants | 903 | 249 | 48 |
| Total No of Female Applicants | 1033 | 368 | 84 |
| Total No of Disabled Applicants | 92 | 41 | 7 |
| Total No of applicants aged under 50 | 1755 | 540 | 110 |
| Total No of applicants aged over 50 | 176 | 79 | 21 |
| Total No of White applicants | 1874 | 601 | 130 |
| Total No of Black/Ethnic minority applicants* | 44 | 15 | 1 |

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

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 14 September 2019**Analysis by Resource**

| Resource | Total Number of Employees | | | | | Full-Time Equivalent Salary Band | | | | | | | | | |
|----------------------------------|---------------------------|-------------|------------|-------------|-------------|----------------------------------|----------------------|----------------|----------------|----------------|---------------|--------------|--------------|--------------|----------------|
| | Total | Male | | Female | | Total | Director | Grade 1 | Grade 2 | Grade 3 | Grade 4 | Grade 5 | Grade 6 | Fixed SCP | Teacher |
| | | F/T | P/T | F/T | P/T | | | | | | | | | | |
| Community & Enterprise Resources | 3182 | 1368 | 218 | 193 | 1403 | 2295.78 | 1.00 | 1569.31 | 415.60 | 235.27 | 47.60 | 17.00 | 4.00 | 6.00 | 0.00 |
| Education - Others | 2881 | 139 | 82 | 481 | 2179 | 2062.33 | 1.00 | 1367.59 | 439.20 | 135.41 | 30.80 | 13.00 | 4.00 | 59.93 | 11.40 |
| Education - Teachers | 3767 | 699 | 58 | 2296 | 714 | 3464.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 3462.50 |
| Finance & Corporate Resources | 913 | 213 | 15 | 381 | 304 | 811.23 | 2.00 | 124.65 | 349.16 | 236.18 | 65.54 | 26.70 | 6.00 | 1.00 | 0.00 |
| Housing & Technical | 1316 | 862 | 21 | 299 | 134 | 1262.14 | 1.00 | 208.63 | 653.32 | 351.19 | 36.00 | 10.00 | 2.00 | 0.00 | 0.00 |
| Social Work Resources | 2842 | 228 | 195 | 983 | 1436 | 2462.00 | 1.00 | 1357.30 | 489.10 | 563.60 | 24.00 | 25.00 | 2.00 | 0.00 | 0.00 |
| Total All Staff | 14901 | 3509 | 589 | 4633 | 6170 | 8893.48 | (excluding Teachers) | | | | | | | | |
| | | | | | | 12357.98 | 6.00 | 4627.48 | 2346.38 | 1521.65 | 203.94 | 91.70 | 18.00 | 68.93 | 3473.90 |

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 8 June 2019**Analysis by Resource**

| Resource | Total Number of Employees | | | | | Full-Time Equivalent Salary Band | | | | | | | | | |
|----------------------------------|---------------------------|-------------|------------|-------------|-------------|----------------------------------|----------------------|----------------|----------------|----------------|---------------|--------------|--------------|--------------|----------------|
| | Total | Male | | Female | | Total | Director | Grade 1 | Grade 2 | Grade 3 | Grade 4 | Grade 5 | Grade 6 | Fixed SCP | Teacher |
| | | F/T | P/T | F/T | P/T | | | | | | | | | | |
| Community & Enterprise Resources | 3127 | 1384 | 211 | 203 | 1329 | 2283.21 | 1.00 | 1565.68 | 416.67 | 234.13 | 48.73 | 17.00 | 4.00 | 6.00 | 0.00 |
| Education - Others | 2730 | 133 | 87 | 459 | 2051 | 1950.21 | 1.00 | 1261.17 | 430.72 | 133.98 | 29.80 | 13.00 | 4.00 | 61.14 | 15.40 |
| Education - Teachers | 3670 | 676 | 59 | 2213 | 722 | 3357.33 | 0.00 | 1.03 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 3352.30 |
| Finance & Corporate Resources | 918 | 211 | 15 | 387 | 305 | 817.72 | 2.00 | 132.63 | 349.47 | 236.30 | 62.62 | 27.70 | 6.00 | 1.00 | 0.00 |
| Housing & Technical | 1295 | 845 | 22 | 290 | 138 | 1242.96 | 1.00 | 189.07 | 652.55 | 351.34 | 37.00 | 10.00 | 2.00 | 0.00 | 0.00 |
| Social Work Resources | 2779 | 226 | 193 | 918 | 1442 | 2395.45 | 1.00 | 1339.26 | 474.47 | 533.72 | 20.00 | 25.00 | 2.00 | 0.00 | 0.00 |
| Total All Staff | 14519 | 3475 | 587 | 4470 | 5987 | 8699.55 | (excluding Teachers) | | | | | | | | |
| | | | | | | 12056.88 | 6.00 | 4488.84 | 2323.88 | 1489.47 | 198.15 | 92.70 | 18.00 | 72.14 | 3367.70 |

Report

9

| | |
|------------------|---|
| Report to: | Finance and Corporate Resources Committee |
| Date of Meeting: | 11 December 2019 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|---|
| Subject: | Treasury Management Activity – Second Quarter Review |
|----------|---|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide a second quarter review of Treasury Management Activity for 2019/2020

2. Recommendation(s)

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

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

3. Background

3.1 In order to provide members with information on the Council's Treasury Management activities, a quarterly report is presented to this Committee. This report covers the period 1 April 2019 to 30 September 2019.

4. Market Performance

- 4.1. As at 30 September 2019, the UK Base Rate was 0.75% and the Bank of England Asset Purchase Programme (commonly referred to as its policy of quantitative easing) remained at £435bn.
- 4.2. The Council's Treasury Management Advisers are predicting no change in the UK Base Rate during 2019/2020.

5. Debt Management and Borrowing Strategy

- 5.1. The Council began the year with debt of £1,066.023m with fixed rate loans from the Public Works Loans Board (PWLB) making up 99.09% of the debt.
- 5.2. Table 1 shows the movement in borrowing to 30 September 2019. Short term borrowing reflects borrowing which will mature in the coming year, or where the debt can be recalled in the coming year.

Table 1 – Movement in Borrowing to 30 September 2019

| | Balance as at 01/04/2019 £m | New Borrowing £m | Debt Maturing £m | Debt Repaid £m | Balance as at 30/09/2019 £m | Increase/ Decrease in Borrowing £m |
|----------------------------|-----------------------------------|------------------------|------------------------|----------------------|-----------------------------------|--|
| Short Term Borrowing | 30.590 | 0.000 | (26.182) | 0.00 | 4.408 | (26.182) |
| Long Term Borrowing | 1,035.433 | 0.000 | 0.00 | 0.00 | 1,035.433 | 0.000 |
| TOTAL BORROWING | 1,066.023 | 0.000 | (26.182) | 0.00 | 1,039.841 | (26.182) |

- 5.3. In 2012/2013, HM Treasury introduced a “certainty rate” to enable eligible local authorities to access cheaper PWLB funding, with a 20 basis point (0.20%) reduction on the standard rate. South Lanarkshire Council has access to this reduced rate.
- 5.4. The Council has a borrowing requirement of £52.934m during 2019/2020.
- 5.5. The Executive Director (Finance and Corporate Resources), under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into consideration the differential between investment earnings and debt costs that remains high.
- 5.6. No borrowing has been taken so far in the current financial year. Instead, cash balances have been used to fund capital spend. Borrowing to replace these balances will be required going forward.
- 6. Investment Activity**
- 6.1. On a daily basis, the Treasury Management section within Finance and Corporate Resources manages the Council’s cash balances. These balances can result from day to day cash flow situations where income has been received before expenditure has taken place, and from the balances held in earmarked reserves for use at a later date. It is the responsibility of the section to manage these funds. The primary consideration when making deposits is the security of funds. Secondary to this, consideration is given to ensuring we have access to funds when necessary, and that these funds are working as well as they can for the Council.
- 6.2. The Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy Report for 2019/2020 was presented to the Executive Committee on 27 February 2019 detailing permitted investments for this Council.
- 6.3. The Council undertakes significant scrutiny of any counterparty that we place money with in partnership with our Treasury Management Advisers, Link. This includes information on counterparty credit ratings, and details of negative rating watches. Additional market information on counterparties is also considered including share prices, market research information and risk data in the form of Credit Default Swap prices. Only when we are satisfied that there are no issues that raise any concerns about the security of the deposit, would the deposit go ahead.

- 6.4. Deposits made in the period 1 April 2019 to 30 September 2019 totalled £904.721m. This is the cumulative deposits placed over this period. This is broken down per sector and institution in Table 3. 59.34% of these deposits were made in the UK Government through the Debt Management Office (DMO) deposit facility (44.54%) and Treasury-Bills (14.80%).
- 6.5. In order to manage their cash flow over the short term, local authorities, as part of normal treasury management activity, will place money on deposit with other local authorities. Deposits placed with other local authorities account for 34.36% of deposits with the remaining 6.30% placed in a call account with Bank of Scotland.
- 6.6. Deposits in the UK Government are considered to be the most secure and this is reflected in the low interest rate for deposits in the DMO.

Table 3 – Investment Activity 1 April 2019 to 30 September 2019

| Counterparty | Deposit Totals (£m) | % of Total Deposits | Average Interest Rate |
|--|----------------------------|----------------------------|------------------------------|
| Deposits in UK Government | | | |
| Debt Management Account Deposit Facility | 402.938 | 44.54% | 0.50% |
| Treasury Bills | 133.893 | 14.80% | 0.67% |
| Total Deposits in UK Government | 536.831 | 59.34% | 0.55% |
| Deposits in UK Local Authorities | 310.900 | 34.36% | 0.74% |
| Deposits in UK Banks and Building Societies: | | | |
| Bank of Scotland | 56.990 | 6.30% | 0.65% |
| Total Deposits in UK Banks and Building Societies | 56.990 | 6.30% | 0.65% |
| Total Deposits 01/04/2019 to 30/09/2019 | 904.721 | 100.00% | 0.62% |

- 6.7. The average interest rates achieved from the deposits are shown in Table 3. As the base interest rate has been at, or below, 0.75% since March 2009, interest rates achievable from deposits during the first three quarters remained low.
- 6.8. Actual deposits as at 30 September 2019 totalled £266.373m.

7. Management of Risk

- 7.1. It is recognised that no Treasury Management activity is without risk and practices are put in place in order to limit risk. In February 2019, the Treasury Management Strategy was approved which set a framework for Treasury Management activities in 2019/2020 and limits on debt and investments in order to mitigate risks.
- 7.2. The Annual Investment Strategy for 2019/2020, approved in February 2019, also included details on how risk would be managed for all permitted investments. This included criteria for placing deposits with the Debt Management Office, UK Local Authorities, Banks and Building Societies and Money Market Funds.

- 7.3. Part of the criteria for counterparties is meeting minimum credit ratings with the three main rating agencies. A credit rating evaluates the credit worthiness of an organisation. It is an evaluation made by a credit rating agency of the organisation's ability to pay back the debt and the likelihood of default.
- 7.4. Tables 4 to 6 show a breakdown of deposits with details of the credit ratings of banks and building societies used from 1 April 2019 to 30 September 2019. Deposits with the DMO are with the UK Government and so have a rating equivalent to the UK's sovereign rating. Deposits with local authorities are considered to be of very high credit quality.

Table 4 – Fitch Ratings

| Long Term Rating | Short Term Rating | Deposits Totals | Percentage of Total Deposits |
|----------------------------------|-------------------|-----------------|------------------------------|
| Deposits with UK Government (AA) | | 536.831m | 59.34% |
| Deposits with Local Authorities | | 310.900m | 34.36% |
| A+ | F1 | 56.990m | 6.30% |
| Total | | 904.721m | 100.00% |

Table 5 – Moody's Ratings

| Long Term Rating | Short Term Rating | Deposits Totals | Percentage of Total Deposits |
|-----------------------------------|-------------------|-----------------|------------------------------|
| Deposits with UK Government (Aa2) | | 536.831m | 59.34% |
| Deposits with Local Authorities | | 310.900m | 34.36% |
| Aa3 | P-1 | 56.990m | 6.30% |
| Total | | 904.721m | 100.00% |

Table 6 – Standard and Poor's Ratings

| Long Term Rating | Short Term Rating | Deposits Totals | Percentage of Total Deposits |
|----------------------------------|-------------------|-----------------|------------------------------|
| Deposits with UK Government (AA) | | 536.831m | 59.34% |
| Deposits with Local Authorities | | 310.900m | 34.36% |
| A+ | A-1 | 56.990m | 6.30% |
| Total | | 904.721m | 100.00% |

- 7.5. The tables above show that 93.70% of deposits were made with counterparties of very high credit quality (UK Government DMO account, T-Bills and other local authorities).
- 7.6. The remaining deposits were in a call account with Bank of Scotland.
- 7.7. The graph at Appendix 1 shows the duration of deposits made from 1 April 2019 to 30 September 2019. The graph shows that, since 1 April 2019, all deposits have been made for 1 year or less. The maximum maturity period of 298 days was for a deposit of £4.000m.

8. Next Quarter Investment Plans

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

9. Treasury Management Indicators

- 9.1. The purpose of these indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However, if these are set to restrictive limits, they will impair the opportunities to reduce costs/improve performance. The indicators are detailed in sections 9.2 to 9.5.
- 9.2. **Limits for External Debt:** The operational and authorised limits for external debt for 2019/2020 were set in the Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2019/2020 approved by the Executive Committee on 27 February 2019. These are shown in Table 7, along with a column showing the difference between the actual debt level and the limits (headroom).

Table 7 – Limits for External Debt

| | Estimate as per 2019/20 Strategy | Minimum Headroom to Limits in period | Headroom as at 30/09/19 |
|-------------------------------------|--|---|-------------------------------|
| | £m | £m | £m |
| Operational Limit for external debt | 1,240.000 | 173.977 | 200.159 |
| Authorised Limit for external debt | 1,260.000 | 193.977 | 220.159 |

- 9.3. The indicator shows that we have not breached the operational and authorised limits to 30 September 2019. There has been a minimum level of headroom of £193.977m between actual and authorised level for external debt.
- 9.4. **Limits on Maturity Structure:** By setting limits on the maturity structure of borrowing, the exposure to large concentrations of debt needing to be replaced at the same time in the future at currently unknown rates can be limited. This effectively places a limit on exposure to longer term interest rate movement. This is shown in Table 8.

Table 8 – Limits on Maturity Structure

| Maturity Structure of Borrowing | | | | |
|--|--------------------|--------------------|---------------------------------------|-------------------------------|
| | Upper Limit | Lower Limit | Maximum for period to 30/09/19 | Actuals as at 30/09/19 |
| Under 12 months | 25% | 0% | 2.87% | 0.42% |
| 12 months and 24 months | 30% | 0% | 2.87% | 2.87% |
| 24 months and 5 years | 50% | 0% | 10.25% | 10.25% |
| 5 years and 10 years | 50% | 0% | 29.58% | 29.58% |
| 10 years and 20 years | 60% | 0% | 22.99% | 22.99% |
| 20 years and 30 years | 70% | 0% | 1.11% | 1.11% |
| 30 years and 40 years | 80% | 0% | 32.77% | 32.77% |
| 40 years and 50 years | 90% | 0% | 0.00% | 0.00% |
| 50 years and above | 90% | 0% | 0.00% | 0.00% |

- 9.5. The indicator shows that the upper limits for all maturity profiles have not been breached to 30 September 2019.

10. Employee Implications

- 10.1. There are no employee implications.

11. Financial Implications

- 11.1. The current rate of interest receivable remains low.
- 11.2. Any deposit interest received offsets Loan Charges made to the Council's Revenue budget. The level of deposit interest factored into the Council's budget is minimal, therefore the low level of interest received will have no impact on existing budgets.
- 11.3. The costs of borrowing for capital expenditure have been built into the long term Revenue Budget Strategy.

12. Other Implications (Including Environmental and Risk Issues)

- 12.1. Section 7 of this report provides details of how investment risk is managed.
- 12.2. There are no implications in terms of sustainability.
- 12.3. There is no requirement to carry out an environmental impact assessment in terms of the information contained within this report.

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

Paul Manning

Executive Director (Finance and Corporate Resources)

4 November 2019

Link(s) to Council Values/Ambitions/Objectives

- ♦ Accountable, effective, efficient and transparent

Previous References

- ♦ Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2019/2020, Executive Committee, 27 February 2019
- ♦ Treasury Management Activity – Second Quarter Review, Finance and Corporate Resources Committee, 7 August 2019

List of Background Papers

- ♦ None

Contact for Further Information

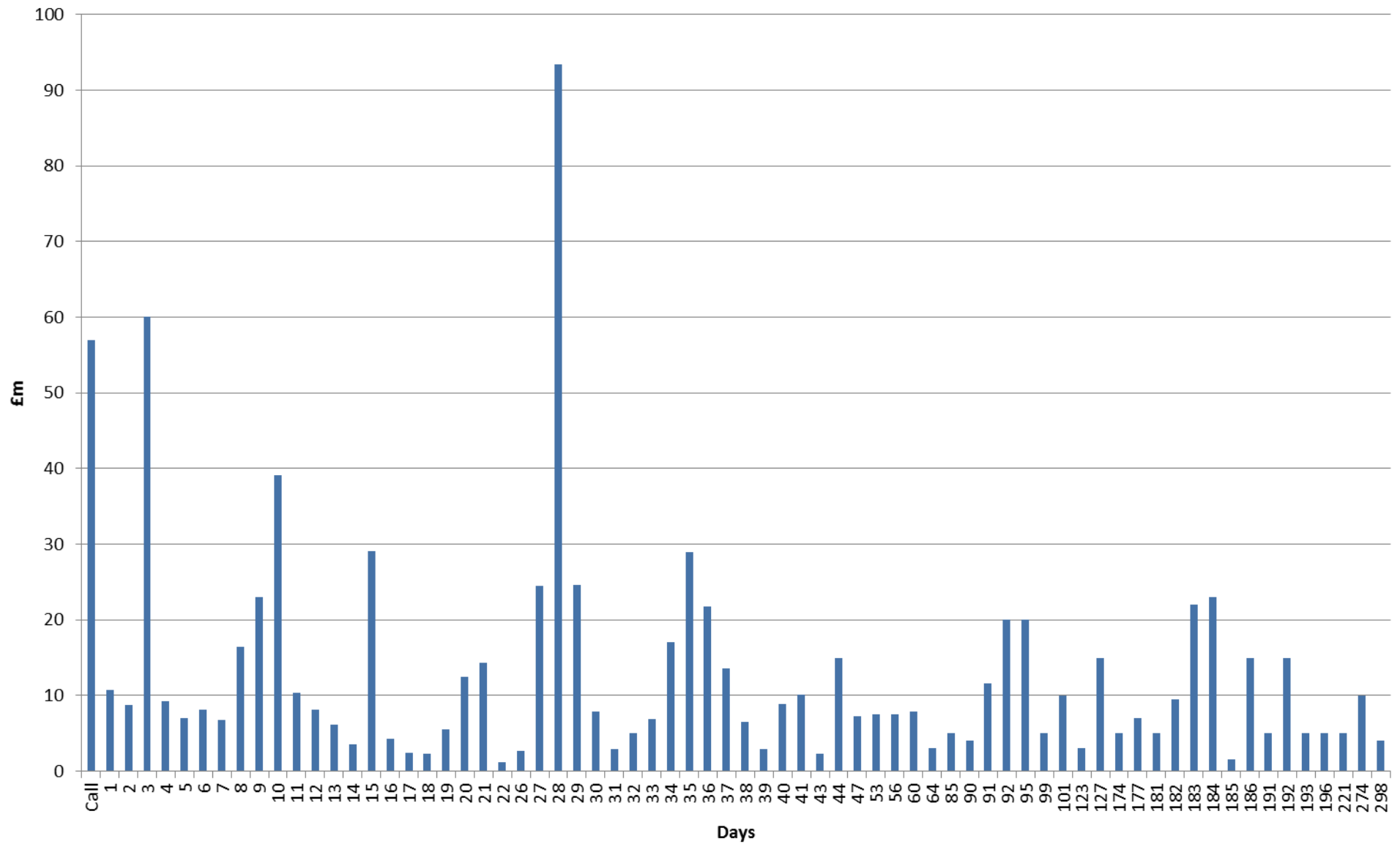
If you would like to inspect the background papers or want further information, please contact:-

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

Maturity of Deposits Placed 1 April 2019 - 30 September 2019



Report

10

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resource Plan:
Quarter 2 Progress Report 2019-20**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Finance and Corporate Resource Plan Quarter 2 Progress Report 2019-20, for the period 1 April 2019 to 30 September 2019

2. Recommendations

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

- (1) that the Finance and Corporate Resource Plan Quarter 2 Progress Report 2019-20 as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted;
- (3) that the areas for improvement and associated management actions as detailed in paragraph 5.4. of this report, be noted; and
- (4) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' at Quarter 4 2018-19, as summarised in paragraph 5.5. and detailed at Appendix 3 of this report, be noted.

3. Background

- 3.1. The Finance and Corporate Resource Plan 2019-20 was approved by this Committee on 7 August 2019 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2019-20.
- 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 objectives set out in the Council Plan Connect 2017-22.
- 3.3. 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.
- 3.4. 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.

- 3.5. 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 objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. 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 Objectives 2019-20

- 4.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2019-20. These are detailed at Appendix 1.

5. Quarter 2 Progress Report 2019-20

- 5.1. Progress against all Resource Plan 2019-20 measures is contained in the Quarter 2 Progress Report 2019-20, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

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

The overall summary of progress to date is as follows:-

| Status | Measures | |
|-------------------------|-----------------|--------------|
| | Number | % |
| Green | 104 | 73 % |
| Amber | 9 | 6 % |
| Red | 4 | 3 % |
| Report later/Contextual | 26 | 18 % |
| Totals | 143 | 100 % |

(Data correct as at 28 October 2019)

5.3. Key achievements for 2019-20 (as at Quarter 2) are noted below:-

5.3.1.

| Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities | |
|--|---|
| Resource Objective | Achievement |
| Support delivery of effective Community Planning | The Community Planning Partnership's first Annual Outcomes Report outlining progress against the Community Plan 2017-2027 was published. Legal Services successfully completed the sign off of the East Kilbride Community Growth Area Section 75 Agreement. |
| Facilitate communication and consultation on the council, its policies and its services | Examples of recent consultations include: - the South Lanarkshire People's Panel membership - proposed BT payphone removal (stage 2) - Newfield and Stonehouse Primary schools catchment realignment |
| Improve customer experience of council services | Critiqom and Royal Mail contracts running with efficiencies identified and being progressed |

| Connect Objective: Support the local economy by providing the right conditions for inclusive growth | |
|---|---|
| Resource Objective | Achievement |
| Support key voluntary organisations and help to develop the social economy | Ten organisations are currently receiving support on governance and business planning |
| Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market | The Council's employability team is working with cross council resources and CCG (contractor) to facilitate and support training and employment opportunities. After interviewing 9 local young people, CCG made three offers of employment as Modern Apprentices and two of the young people were invited for an informal chat with the factory manager with a view to a work taster in the company's kit house construction area. |

| Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration | |
|--|---|
| Resource Objective | Achievement |
| Lead partnership approaches to tackling the causes and effects of poverty and inequality | The South Lanarkshire Partnership Local Child Poverty Action Group Report was published and includes a range of actions to increase income from employment and benefits and reduce living costs |

5.3.2. Resources have established their own Resource Objectives to support the delivery of Connect Objectives. In addition to working towards these objectives, we recognise that the Council will continually aim to improve and ensure effective and efficient use of resources and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and achieving Best Value.

| Delivering the Plan and achieving Best Value | |
|--|---|
| Resource Objective | Achievement |
| Provide sound financial stewardship for the Council | Following submission of a positive set of 2018-19 Accounts to Audit Scotland in line with statutory timescales, the Council received a clean audit certificate. |
| Deliver and communicate the Council Plan and ensure high standards of governance | In their annual report to the Council, the external auditor highlighted the annual governance statement as good practice and noted that it provides a comprehensive account of the Council's governance arrangements. |
| Support local democracy, council committees, elected members and senior managers | Successful delivery of by-election in Electoral Ward 8 (East Kilbride Central North). |
| Deliver professional legal services | Legal Services successfully concluded commercial contracts to secure the build of three new nurseries (as part of delivery of 1,140 hours of early years learning) and for the delivery of 240 units of social housing at East Whitlawburn. |
| Promote equality and the wellbeing of staff | Delivery of Mental Health awareness session for line managers in May 2019. Feedback from the event was positive reflecting the appropriateness of the delivery methods and the content of the session. |
| | Successful review and retention of Healthy Working Lives Gold Award in July 2019. |
| Develop and implement effective financial strategies | The Council is showing a positive position in the current year monitoring reports. A Financial Strategy is in place for 2020-21. |
| Implement a Digital and ICT Strategy that meets business needs | Public Sector Network (PSN) connection certification has been achieved. |
| | G-cloud tender and award process complete for the workforce scheduling software for home care services. |
| Develop improvement activity and promote scrutiny | The action plan addressing the recommendations from the Best Value Assurance Report (BVAR) was approved by Council on 26 June 2019 and progress will be monitored and reported throughout 2019-20 |

5.4. Areas for improvement

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

| Delivering the Plan and achieving Best Value | | |
|---|---|---|
| Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance | | |
| Measure | Comments/Progress | Action by Manager (where applicable) |
| 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource) | <p>In Q1, the Resource received 91 requests for information and responded to 82 requests within the statutory timescales – 90.1%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Procedural” (8 requests) – examples would be a delay in obtaining information from other Resources in relation to a joint response or delay arising from a procedural stage of processing such as a delay in obtaining approval for responses etc.</p> | The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. The Resource will participate in this project. |
| 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide) | <p>In Q1, the Council received 412 requests for information and responded to 389 requests within the statutory timescales – 94.4%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Resources” (19 requests) which may include a delay of any sort arising from staff absence, a spike in the number of requests, or a few complex results placing demands on the Resource capacity to respond.</p> | As above |
| 96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (council-wide) | <p>In Q1, the Council received 84 requests for information and responded to 77 requests within the statutory timescales – 91.7%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Resources” (19 requests) which may include a delay of any sort arising from staff absence, a spike in the number of requests, or a few complex results placing demands on the Resource capacity to respond.</p> | As above |

| Delivering the Plan and achieving Best Value | | |
|--|--|---|
| Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance | | |
| Measure | Comments/Progress | Action by Manager (where applicable) |
| 90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (council-wide) | <p>In Q1, the Council received 79 requests for information and responded to 60 requests within the statutory timescales – 79%.</p> <p>A high level analysis of reasons for late responses has been undertaken. From the analysis the most likely reason for a late response has been identified as “Resources” (19 requests) which may be a delay of any sort arising from staff absence, a spike in the number of requests, or a few complex results placing demands on the Resource capacity to respond.</p> | As above |

5.5. Report later

Measures included in the quarterly progress reports can be assigned the ‘report later’ status. In order to report on the final status of these measures, an update is now included in this report. Of the 12 measures identified as ‘report later’ as at Quarter 4 2018-19, one is a contextual measure only which requires no further explanation, two are Local Government Benchmarking Framework indicators, for which the 2018-19 results will not be published until January 2020. The revised status and narrative relating to the ‘report later’ measures is detailed at Appendix 3.

6. Employee Implications

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

7 Financial Implications

- 7.1. The objectives within the Resource Plan are reflected in the respective annual Resource Revenue and Capital budgets and, longer term, within the framework of the Council’s approved Financial Strategy.

8. Other Implications (Including Environmental and Risk Issues)

- 8.1. The Community Plan 2017-27 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 8.2. 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.
- 8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.

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)

28 October 2019

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

- ♦ Finance and Corporate Resource Plan - Quarter 2 Progress Report 2018-19: 20 February 2019
- ♦ Finance and Corporate Resource Plan – Quarter 4 Progress Report 2018-19 and Finance and Corporate Resource Plan 2019-20: 7 August 2019

List of Background Papers

- ♦ Council Plan Connect 2017-22 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017
- ♦ Finance and Corporate Resource Plan 2019-20 – approved by Finance and Corporate Resources Committee on 7 August 2019

Contact for Further Information

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

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

Finance and Corporate Resource Objectives 2019-20

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

Resource Objectives:

- Support delivery of effective Community Planning
- Facilitate communication and consultation on the council, its policies and its services
- Improve customer experience of council services
- Other actions in support of this objective

Connect Objective: Support the local economy by providing the right conditions for inclusive growth

Resource Objectives:

- Support key voluntary organisations and help to develop the social economy*
- Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

Resource Objectives:

- Lead partnership approaches to tackling the causes and effects of poverty and inequality*

(*added to Finance and Corporate Resource Plan on transfer of measures from Planning and Economic Development to Community Planning and Empowerment Team in August 2019)

Delivering the Plan and achieving Best Value

Resource Objectives:

- Provide sound financial stewardship for the council
- Deliver and communicate the Council Plan and ensure high standards of governance
- Support local democracy, council committees, elected members and senior managers
- Deliver professional legal services
- Promote equality and the well-being of staff
- Develop and implement effective financial strategies
- Implement a Digital and ICT Strategy that meets business needs
- Develop improvement activity and promote scrutiny
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value

Finance and Corporate Resources

improve

Resource Plan

Performance Report 2019-20

Quarter 2 : April 2019 - September 2019

(This represents the cumulative position to September 2019)

How to use this performance report

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

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

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

Green Achieved, or due to achieve with no issues

Amber There may be problems or minor slippage

Red Not on course, major slippage anticipated

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

Develop a sustainable Council and communities

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

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

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

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

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

| Council Objective / Theme | Green | Amber | Red | To be reported later / Contextual | Total |
|---|------------|----------|----------|-----------------------------------|------------|
| <i>Improve later life</i> | | | | | |
| <i>Protect vulnerable children, young people and adults</i> | | | | | |
| <i>Deliver better health and social care outcomes for all</i> | | | | | |
| <i>Improve the availability, quality and access of housing</i> | | | | | |
| <i>Improve the road network, influence improvements in public transport and encourage active travel</i> | | | | | |
| Work with communities and partners to promote high quality, thriving and sustainable communities | 16 | 2 | | 3 | 21 |
| Support the local economy by providing the right conditions for inclusive growth | 7 | | | 2 | 9 |
| Support our communities by tackling disadvantage and deprivation and supporting aspiration | 4 | | | | 4 |
| <i>Improve achievement, raise educational attainment and support lifelong learning</i> | | | | | |
| <i>Ensure schools and other places of learning are inspirational</i> | | | | | |
| <i>Encourage participation in physical and cultural activities</i> | | | | | |
| Delivering the plan and achieving best value | 77 | 7 | 4 | 21 | 109 |
| Total | 104 | 9 | 4 | 26 | 143 |

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

Support delivery of effective Community Planning

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Work with communities and partners to enhance community planning and service delivery | Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations. Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners | The Community Plan annual report for 2018-19 is now published in a new format designed to be informative and engaging for all stakeholders including the community. It includes case studies highlighting impact on communities, families and individuals as well as flagging up areas for improvement. The neighbourhood plans for each of the three test areas were published last year and the local groups driving the delivery of these continue to engage with their communities to shape, inform and promote development and opportunities. This has included engaging over 900 local residents in participatory budgeting activity to determine how funding to support neighbourhood planning will be spent this year. Work is now progressing within the Fairhill community to establish a neighbourhood planning process on a similar basis to the test sites and discussions within other communities is underway to determine if there is interest to take this approach forward. | Green | --- | --- | --- | --- | --- |
| | Community Planning Partnership to develop a Participation and Engagement Strategy | Preparations have been made to start a 13 week public consultation during October 2019. | Amber | --- | --- | --- | --- | --- |
| | Provide support to the Community Planning Partnership Board in the delivery of the Community Planning Agenda | The Board approved a Partnership Communications Plan in June 2019. The council's Public Relations Team are leading on the delivery of the plan. At their meeting in September 2019, the Board approved the Partnership's Annual Performance Report which was published by the due date (30 September). | Green | --- | --- | --- | --- | --- |

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

Support delivery of effective Community Planning

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Through the Community Planning Partnership, implement the actions arising from the council's Best Value Audit Report | Working with the Improvement Service, a series of development days has been scheduled for the purpose of considering the outcomes from the Best Value Assurance Review and the Board Self-Assessment. The first of these took place during September 2019. | Green | --- | --- | --- | --- | --- |
| | Support the implementation of and actions arising from the Community Planning Partnership Board Self-Assessment | Working with the Improvement Service, a series of development days has been scheduled for the purpose of considering the outcomes from the Board Self-Assessment and the Best Value Assurance Review. The first of these took place during September 2019. | Green | --- | --- | --- | --- | --- |
| | Community Partnership Improvement Plans and reporting to be reviewed during 2019-20 | At their meeting in September 2019, the Board considered a report on the future of the Partnership Improvement Plans and agreed that the development of the new plans for 2020 onwards should be postponed pending the wider review of Community Planning arrangements. | Report Later | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities**Facilitate communication and consultation on the council, its policies and its services**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Use new technology to ensure that consultation and community engagement are carried out to a consistent standard | Recording - all consultations will be uploaded to the database as soon as the consultation is made live Reporting – the outcomes of any consultation will be uploaded to the database within 5 working days after approval is received from the lead officer | All live consultations are available for completion on the South Lanarkshire website. The website includes 17 live consultations. Examples of recent consultations include the South Lanarkshire People's Panel Membership, Proposed BT payphone removal stage 2, and the Newfield and Stonehouse Primary schools catchment realignment 2019. Results of completed consultation are shown on the council website. The target for publishing the results of completed consultations is 5 working days. This target is being met. | Green | --- | --- | --- | --- | --- |
| | Community Engagement Framework to be reviewed during 2019-20 | Updated Framework being produced to align with the new Partnership Engagement Strategy. Completion due for end March 2020. | Green | --- | --- | --- | --- | --- |

Improve customer experience of council services

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Ensure that the council's website facilitates effective communications between customers and the council | The council's website will be available to the public 98% of any given working day | As per siteimprove the website has been available 99.99% for the period. | Green | 98.00% | 99.99% | 99.80% | 99.99% | 99.97% |
| | Launch and develop News website 'View' by May 2019 | Complete. South Lanarkshire View is now operational and providing daily communications. | Green | --- | --- | --- | --- | --- |
| Support Continuous Improvement programmes to improve customer service delivery and ensure best use of resources | Deliver and support service delivery improvement projects through, for example Lean | There are no outstanding requests for improvement workshops and at this time there are none planned. | Report Later | --- | --- | --- | --- | --- |
| | Customer consultation further tailored to ensure meets customer needs | 18 surveys completed. Majority found their visit good to excellent. One improvement suggested and implemented. | Green | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities**Improve customer experience of council services**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Support development of community engagement | Develop and improve mail services and contracts | Critiqom and Royal Mail contracts running with efficiencies being identified and progressed. | Green | --- | --- | --- | --- | --- |
| | Complete roll out of MFDs to provide access to scan into Objective EDRMS system | Calderside High School and Housing and Tech site offices remain to be completed by the resources. These are required be completed by December 2019. | Amber | --- | --- | --- | --- | --- |
| | Implement a photo library for council communications | Photographic library benchmarking in progress with procurement. | Green | --- | --- | --- | --- | --- |
| | Provide communications support through PR and Digital teams | Media management, and Campaigns work progresses to meet the Resources needs. | Green | --- | --- | --- | --- | --- |
| | Develop a business case for investing in a Customer Profiling tool to better inform more cost effective, targeted, digital campaigns | Upgrading of existing 'Market Direct' system completed. Training moved to November 2019. | Green | --- | --- | --- | --- | --- |

Other actions in support of the objective

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Support the council's Sustainable Development Strategy and Climate Change Strategy | Promote sustainable travel by employees through the efficient use of fleet vehicles, greater use of public transport, car sharing, walking and cycling | Cycle to work scheme launched this year and open for 10 weeks to enhance timescales for employees to make an application. 82 applications made. | Green | --- | --- | --- | --- | --- |
| Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target | Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (Target 8%) | Monthly reports continue to be sent to Resources and will be reviewed at end of the financial year. | Report Later | --- | --- | --- | --- | --- |

Work with communities and partners to promote high quality, thriving and sustainable communities**Other actions in support of the objective**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Progress the council's sustainable development and climate change strategy within the Resource | New or ongoing sustainable development and climate change activity within the Resource | In accordance with Scottish Government anticipated guidance, Sustainability will now be embedded in the new Procurement Strategy being developed for 2020-21 onwards. Sustainability is included in the Sourcing Strategy and scored in appropriate Invitations to Tender. | Green | --- | --- | --- | --- | --- |
| Contribute to reducing the council's reliance of avoidance single-use plastic items | Demonstrate action to reduce the reliance of single use plastic items across the Resource | In consultation with sustainability colleagues, Procurement has removed a number of single use plastic items from catalogues where sustainable alternatives can be sourced. | Green | --- | --- | --- | --- | --- |

Support the local economy by providing the right conditions for inclusive growth**Support key voluntary organisations and help to develop the social economy**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Support the Social Economy through the Lanarkshire Social Enterprise Operational Group | 20 social enterprises supported with governance, promotion and business planning. 5 social enterprises achieving growth. 2 events promoting the sector | 10 organisations are currently receiving support on governance and business planning. A position paper has been produced for the Council Leadership, looking at current support to social enterprises and potential changes in strategy in line with Scottish Government developments. The Lanarkshire Social Economy Operational Group comprising representatives from both Councils, Third Sector across Lanarkshire and Business Gateway has met once in the quarter and New College Lanarkshire and the University of the West of Scotland have joined the group with a view to linking student development to social enterprise/volunteering opportunities. | Green | 27 | 11 | ----- | ----- | ----- |

Support the local economy by providing the right conditions for inclusive growth**Support key voluntary organisations and help to develop the social economy**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Support the Community Asset Transfer process, chairing the corporate working group | Twenty voluntary organisations supported through Community Asset Transfer process (Target 20) | There is currently ongoing development work with 14 organisations in the Community Asset Transfer process ranging from initial enquiries to governance work and detailed business planning. Further meeting of the Community Asset Transfer Working Group held on 11 September 2019 and all current projects reviewed for progress. | Green | 20 | 14 | ----- | ----- | ----- |

Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Develop and progress employability services focused on priority client groups and sectors | A minimum of 1,000 unemployed people supported via council operated employability programmes | At Q1, 423 unemployed people had been supported. Q2 figures will be reported at Q3 (Note - Quarterly performance information is reported 4 weeks after the end of the quarter) | Green | 1,000 | 423 | ----- | ----- | 2,135 |
| | A minimum of 400 unemployed people gain sustainable employment | At Q1, 123 unemployed people gained sustainable employment. Q2 figures will be reported at Q3. | Green | 400 | 123 | ----- | ----- | 863 |
| | A minimum of 200 unemployed people access further education or training | At Q1, 75 unemployed people accessed further education or training. Q2 results will be reported at Q3 | Green | 200 | 75 | ----- | ----- | 501 |
| | % unemployed people assisted into work from council operated/funded employability programmes | This is an LGBF indicator. The 2018-19 results will be published by the Improvement Service in January 2020. | Report Later | ----- | ----- | 26.8% | 18.4% | ----- |
| | Design and deliver an integrated local employability delivery model to progress the Scottish Government's 'no one left behind' plan – by March 2020 | The Council are working with partners to progress our local employability strategy aligned with the Scottish Govt's national No one Left Behind (NOLB) Policy. The strategy is currently being designed and developed by the target date of March 2020 | Green | --- | --- | --- | --- | --- |

Support the local economy by providing the right conditions for inclusive growth**Support unemployed people into jobs, training or further education and prioritise efforts to support those most disadvantaged into the job market**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Provide employability services for South Lanarkshire Council Residents | Upskill up to 190 employed people with barriers to job progression tackling in-work poverty to support inclusive growth | Up-skilling criteria has been refreshed taking in further eligibility criteria. The figures are for Q1 results with Q2 to be reported at Q3. | Green | 190 | 34 | ----- | ----- | 317 |
| Lead and progress City Region developments on employability and skills - Support inclusive growth reducing poverty and inequality | Work in partnership across city regions to target the most vulnerable in our communities promoting Fair Work Practices, access to quality jobs and training, widening participation and access to support those with low skills and qualifications into further education and training opportunities | City Region Developments will be reported at Q3. The Working Matters (Successor) programme started early October . | Report Later | --- | --- | --- | --- | --- |

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Lead partnership approaches to tackling the causes and effects of poverty and inequality

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities | Community Planning Partnership Child Poverty Action Report to be published by June 2019 | The South Lanarkshire Partnership Local Child Poverty Action Report was published ahead of the deadline in June. The report includes a range of actions to increase income from employment; increase income from benefits and reduce living costs. A consultation with families with a lived experience of poverty is underway to get feedback on our first plan and shape and inform our activity going forward. | Green | --- | --- | --- | --- | --- |
| | A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities | The Financial Inclusion Network (FIN) continues to meet quarterly to share information; highlight challenges and identify opportunities for partnership working . Between meetings information is exchanged online and a new Welfare Reform Communications group has been established which will ensure key messages are being shared across the Network and wider Partnership to maximise awareness and uptake of benefits and entitlements . The FIN has assisted the production of the 5th Edition of the When Money is Tight booklet due for publication during Challenge Poverty Week in October. Other partnership groups focusing on issues such as digital inclusion; fuel poverty and payment of the Living Wage continue to meet regularly and progress local actions. | Green | --- | --- | --- | --- | --- |
| | Proportion of people earning less than the living wage (Target >18.3%) | Target exceeded. | Green | 18.3% | 20.3% | 18.7% | 18.3% | ----- |
| | Number of Living Wage accredited employers in South Lanarkshire | Target achieved. | Green | 77.0 | 77.0 | ----- | ----- | ----- |

Delivering the plan and achieving best value

Provide sound financial stewardship for the council

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Deliver a core Finance function that meets the requirements of the council and external stakeholders | All employees will be paid correctly and on time - target 100% | This is reported annually. The figure reported position for 2018-19 was recorded as 99.97%. The 2019-20 figure will be reported in July 2020. | Report Later | 100.00% | ----- | 99.90% | 99.98% | 99.97% |
| | The cost per dwelling of collecting Council Tax - Target £7.00 | To be reported at Q4. | Report Later | £7.00 | ----- | £6.26 | £7.08 | £6.47 |
| | Council Tax yield - Target 97.125% | To be reported at Q4. | Report Later | 97.125% | ----- | 97.125% | 97.125% | 97.125% |
| | Percentage of income due from Council Tax received by the end of the year - in year (incl water) 95.8% | Council Tax collection is currently 59.32%, ahead of target by 0.12% and ahead of comparable performance in 2018-19 by 0.13%. | Green | 95.80% | 59.32% | 95.50% | 95.70% | 95.71% |
| | Other Council Tax targets: - in year (excl water) 96.2% | Council Tax collection at 30 September 2019 when Scottish Water debts are removed is 59.62%. | Green | 96.20% | 59.62% | 96.00% | 96.20% | 96.20% |
| | Other Council Tax targets - arrears collection target £3.5m | Collection of Council Tax arrears to date totals £2.003m, behind target by £0.065m (1.8%). Target expected to be achieved. | Green | £3.500m | £2.003m | £3.483m | £4.175m | £4.016m |
| | Non Domestic rates - achieve income target of 98.0% | Non Domestic rates collection is currently 51.8%, ahead of comparable performance in 2018-19 by 0.1%. | Green | 98.0% | 51.8% | 97.9% | 97.0% | 98.1% |
| | Sundry debt - target 98.0% | To date, a collection rate of 97.8% has been achieved, 0.2% behind target. | Green | 98.0% | 97.8% | 98.0% | 98.0% | 98.0% |
| | Factoring - target 81.0% | Behind comparable performance in 2018-19 by 0.6%. Collection expected to be achieved in 2019/20. | Green | 81.0% | 62.0% | 79.3% | 80.1% | 80.6% |
| | Housing Benefit and Council Tax Reduction Administration - Average processing times: new claims - Target 19 days | Processing times for new claims is currently 15 days, 4 days under target with annual target of 19 days expected to be achieved. | Green | 19 days | 15 days | 22 days | 22 days | 16 days |
| | Change of circumstances - Target 6 days | Processing times for change of circumstance is currently 6 days, equal to target with annual target of 6 days expected to be achieved. | Green | 6 days | 6 days | 6 days | 5 days | 4 days |
| | Accuracy of processing - Target 92% | Accuracy performance is currently 93.9%, ahead of target by 1.9%. | Green | 92.00% | 93.90% | 90.60% | 93.20% | 93.70% |
| | Benefits Administration - Gross admin cost per Housing Benefit/Council Tax Reduction (HB/CTR) case - target £24.75 | To be reported at Q4. | Report Later | £24.75 | ----- | £20.62 | £25.52 | £26.96 |

Delivering the plan and achieving best value**Provide sound financial stewardship for the council**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Percentage of invoices sampled that were paid within 30 days - target 92.5% | Invoice processing currently 2.5% below target due to staff turnover and unplanned absence across Payables and Ordering teams. | Amber | 92.5% | 90.0% | 94.5% | 95.0% | 92.1% |
| | Deliver Treasury Management function as regulated by statute and Codes of Practice to provide Committee with quarterly updates on treasury activity. This includes the Annual Activity report to be completed by September | The Annual Activity Report 2018-19 and the Quarter 1 2019-20 report were presented to the Finance and Corporate Resources Committee on 7 August 2019. | Green | --- | --- | --- | --- | --- |
| | Support Services as a percentage of total gross expenditure - Target 4.4% | This is an LGBF indicator. The 2018-19 results will be published in January 2020 and the 2019-20 figures will be published in January 2021. | Report Later | 4.4% | ----- | 4.6% | 4.4% | ----- |
| Prepare Annual Report and Accounts | Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September | The Accounts for the council and all related/supported bodies were complete by 30 June 2019. The audit of the Accounts is complete and the council and all related/ supported bodies received a clean audit certificate before end September 2019. | Green | --- | --- | --- | --- | --- |
| Prepare and set Revenue Budget and declare Council Tax by statutory date. Ensure link with budget and service planning | Declare Council Tax and obtain council approval of budget by the statutory deadline | To be reported later. | Report Later | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Deliver the objectives of the Council Plan Connect | Performance reporting arrangements will be reviewed for 2019-20, with a refresh of the Connect next steps and revised guidance on creating SMART actions and measures within Resource Plans | Connect next steps have been reviewed and the revised list used to inform the 2019-20 Resource Plans. Guidance has been produced on the development of SMART measures, including good practice examples and a SMART measure template. | Green | --- | --- | --- | --- | --- |
| | Carry out a mid-term review of the Council Plan Connect 2017-22 | A programme of work has been agreed to deliver a mid-term review of Connect by March 2020. Initial work has focused on a horizon-scanning exercise and review of how the council's objectives and priorities are presented. | Green | --- | --- | --- | --- | --- |
| Ensure that high standards of governance are being exercised | Annual council Good Governance Statement has been completed by due date and actions developed to address non-compliant areas | Preparations are underway for the 2019-20 review of Governance arrangements. This action will be reported in June 2020. | Report Later | --- | --- | --- | --- | --- |
| | Deliver annual risk management work plan including review of risk registers. Target 90% | <p>There are 5 action contained within the 2019-20 Risk Management Workplan.</p> <p>One action - Insurers Fleet Review has been completed ahead of its target date of 31 December 2020. Insurers property surveys have been arranged and will be completed ahead of the target date of 31 December 2020.</p> <p>Progress has been made on the roll out of updated Road Risk Guidance and training, and it is envisaged that a report will be submitted to the CMT in the near future.</p> <p>Two further actions, Update of RM Strategy and Update of RM/Audit bulletins have target dates of 31 March 2020.</p> | Report Later | 90.0% | 20.0% | 100.0% | 83.0% | 80.0% |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | 90% of risk control actions completed by due date (council-wide) | Two actions that had a target date between 1 April and 30 September 2019 have been completed on time. Both actions were in connection with updated fraud guidance, and training. | Green | 90.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | 90% of risk control actions completed by due date (Resource) | Two actions that had a target date between 1 April and 30 September 2019 have been completed on time. Both actions were in connection with updated fraud guidance, and training. | Green | 90.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | Review of the council's top risks to be completed | Review of the top risk register has been completed and the outcome reported to CMT on 5/9/19. | Green | --- | --- | --- | --- | --- |
| | A full review of the Risk Management Strategy to be undertaken during 2019-20 | The review is scheduled to be completed by 31/3/20 - to be reported later. | Report Later | --- | --- | --- | --- | --- |
| Support and facilitate open and transparent governance and decision making arrangements | Progress the mid-term review of the council's political management arrangements and submit report to Council for approval by Quarter 3 | All feedback has been input from officers and the Standards and Procedures Advisory Forum has met on five occasions. Steady progress is being made and a further Forum meeting will be scheduled to consider a proposed revised Terms of Reference for Area Committees and continue discussions prior to any recommendations being made to Executive Committee, then Council. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Promote high standards of Information Governance | Take forward a programme of improvement actions in support of the Information Strategy, Records Management Plan and Internal Audit Plan | The council is progressing improvement actions following feedback from the Keeper of the Records on the Council's Progress Update Report. The continued implementation of Objective will develop the elements of the Records Management Plan on business classification, retention scheduling, destruction arrangements and audit trail. Destruction processes for paper records at the council's Records Centre have been reviewed and updated. | Green | --- | --- | --- | --- | --- |
| | Continue to develop South Lanarkshire Council's Records Management Plan following the Keeper's Assessment and Review | The council is progressing the implementation of Objective which will develop the elements of the Records Management Plan in relation to business classification, retention scheduling, destruction arrangements and audit trail. A report to the Information Governance Board on 24 September 2019 on a new approach to retention scheduling has been agreed for Resources to progress. | Green | --- | --- | --- | --- | --- |
| | Continue to strengthen the good information governance culture in the council through the continued programme of communication to promote the themes of the Information Strategy, Information Security and Records Management Plan | The Information Governance Board continues to build and strengthen the good communication culture across the council. The Data Protection Policy was approved on 1 May 2019 and replaces the privacy policy on the internet and intranet. Briefing notes on the General Data Protection Regulation (GDPR) are available on the intranet. Other policies such as data sharing have been updated to reflect the Data Protection Policy. Information security manager updated the Information Governance Board on data loss prevention at its meeting on 24 September 2019. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Support the continued learning and development of our employees in the area of information governance | Training on law enforcement and Data Privacy Impact Assessment was delivered in May 2019. All Learn on line courses have been updated. | Green | --- | --- | --- | --- | --- |
| | Implement the lessons learned from the Phase 1 of the Electronic Document Records Management System (EDRMS) – Objective | The council continues to progress phase 2 implementation of Objective and Resources are developing their timetables and associated work plans to go live on the system. | Green | --- | --- | --- | --- | --- |
| Provide an effective grant claims management service | Percentage error rate of claims submitted to be no greater than 2% (European Union materiality threshold) | Cumulative error rate for the 2014-20 programme is currently 0%. | Green | 2.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Deliver an effective internal audit service | Completion of Audit Plan and issue of draft reports by 31 March | Audit plan assignments progressing with 67% of the plan in progress (29/43 assignments) and 5% issued as draft (2/43). Plans in place to deliver Audit Plan by 31 March 2020. | Green | --- | --- | --- | --- | --- |
| | Prepare a Statement of Assurance by 30 April | 2018-19 assurance statement was prepared by 25 April 2019. Statement has been presented to CMT (23 May 2019) and RASC (19 June 2019). Action achieved. | Green | --- | --- | --- | --- | --- |
| | 90% of audit actions completed by due date (council-wide) | As at the end of Quarter 2, 56 out of 57 (98%) of audit actions due were complete. The target of 90% has been achieved. | Green | 90.0% | 98.0% | 92.0% | 98.0% | 91.0% |
| | 90% of audit actions completed by due date (Resource) | As at the end of Quarter 2, 18 out of 18 (100%) of audit actions due were complete. The target of 90% has been achieved. | Green | 90.0% | 100.0% | 100.0% | 100.0% | 96.0% |
| | 80% assignments delivered within budget | 76% within budget (13/17). Anticipate target will be met at Q4 when the majority of planned work will be concluded. | Amber | 80.0% | 76.0% | 80.0% | 82.0% | 80.0% |
| | 80% draft reports delivered within 6 weeks of file review | 100% of draft reports delivered within 6 weeks (3/3). | Green | 80.0% | 100.0% | 88.0% | 87.0% | 80.0% |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Comparison of current practice with best practice in relation to the management of fraud risk to be undertaken during 2019-20 | Included in 2019-20 Audit Plan and scheduled for completion later in the year. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Compliance with statutory response timescales for information in terms of FOISA, EI(S)R and for subject access requests under the DPA | 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (Resource) | <p>In Q1, the Resource received 91 requests for information and responded to 82 requests within the statutory timescales.</p> <p>A high level analysis of reasons for late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis the most likely reason for a late response has been identified as "Procedural" (8 requests). A delay arising from the procedural processing of the request - examples would be a delay in obtaining information from other Resources in relation to a joint response or delay arising from a procedural stage of processing such as a delay in obtaining approval for responses etc.</p> <p>The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. The Resource will participate in this project.</p> | Red | 96.0% | 90.1% | 94.8% | 95.6% | 92.8% |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--------|--|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (council-wide) | <p>In Q1, the council received 412 requests for information. It responded to 389 requests within the statutory timescales.</p> <p>A high level analysis of reasons for the late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis, the most likely reason for a late response has been identified as "Resources" (19 requests). A delay of any sort arising from staff absence, a spike in the number of requests, or a few complex requests placing demands on the Resource capacity to respond.</p> <p>The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. All Resources are being encouraged to participate in this project.</p> | Red | 96.0% | 94.4% | 96.8% | 96.3% | 93.8% |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|---|---|------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | 96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (Resource) | In Q1, the Resource did not receive any requests for information. | Contextual | 96.0% | ----- | 98.7% | ----- | 100.0% |
| | 96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances (council-wide) | <p>In Q1, the council received 84 requests for information. It responded to 78 within the statutory timescale.</p> <p>A high level analysis of reasons for the late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis, the most likely reason for a late response has been identified as "Resources" (19 requests). A delay of any sort arising from staff absence, a spike in the number of requests, or a few complex requests placing demands on the Resource capacity to respond.</p> <p>The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. All Resources are being encouraged to participate in this project.</p> | Red | 96.0% | 92.9% | 98.5% | 96.3% | 91.1% |

Delivering the plan and achieving best value**Deliver and communicate the Council Plan and ensure high standards of governance**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | 90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (Resource) | In Q1, the Resource received five requests to access personal data and responded to all within the statutory time scale. | Green | 90.0% | 100.0% | 100.0% | 94.1% | 86.7% |
| | 90% of General Data Protection Regulation (GDPR)/Data Protection Act (DPA) requests to be processed within 30 calendar days (council-wide) | <p>In Q1, the council received 76 requests to access personal data. It responded to 60 requests within the statutory timescale.</p> <p>A high level analysis of reasons for the late responses has been undertaken. However the analysis did not consider the separate information regimes and so related to FOI, EIRs and DPA. From the analysis, the most likely reason for a late response has been identified as "Resources" (19 requests). A delay of any sort arising from staff absence, a spike in the number of requests, or a few complex requests placing demands on the Resource capacity to respond.</p> <p>The Improvement Unit has offered to assist the Information Governance Board and Resources by facilitating discussions about improving performance. All Resources are being encouraged to participate in this project.</p> | Red | 90.0% | 79.0% | 96.7% | 87.6% | 80.8% |
| | Monitor Information Governance compliance and provide quarterly updates to the Corporate Management Team | <p>Briefing notes are available on the intranet. Quarterly updates are provided to CMT and now includes year to date information. The Improvement Unit is working with the Information Governance Board to take forward a performance improvement action plan. Performance improvement is being changed to on going monitoring.</p> | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Support local democracy, council committees, elected members and senior managers**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Provide support to elected members | Deliver training identified following training needs analysis by target date agreed with members. Monitor and evaluate the delivery and attendance and report bi-annually | Training Needs survey issued on 16 September to Elected Members covering IT Training to coincide with the Elected Members HP Upgrade Programme. In Q1 & 2, elected members filled 216 places at a range of Learning and Development events including Housing Allocation Policy Review, Education Appeals Committee, Code of Conduct, Participatory Budgeting, Review of Leisure and Culture in South Lanarkshire and Health & Social Care. Personal Safety for Elected Members e-learning package made available June 2019. | Green | --- | --- | --- | --- | --- |
| Administer the council's Committees, Forums and Joint Boards effectively | Final agendas to be issued electronically 5 clear days in advance to meet the requirements of the Council's Standing Orders: Target 100% | 100% target achieved. | Green | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Provide support to Chief Executive in relation to correspondence, enquiries, consultations and complaints | Achieve 90% of substantive responses within 10 days of receipt | Continue to meet target | Green | 90.0% | 95.2% | 93.8% | 95.2% | 92.0% |
| Support the democratic functions of the council | Encourage local democracy through support for Community Councils. 85% of Administration Grants to be paid to Community Councils by 30 September 2019 | 31 out of 34 Community Councils have been paid their 2019-20 grant monies. | Green | 85.0% | 91.1% | ----- | ----- | 80.0% |

Deliver professional legal services

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|----------------------|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Ensure that Licensing and Registration | Civic Government licensing processing target - 95% within service targets | Target has been met. | Green | 95.0% | 99.0% | 99.0% | 97.0% | 99.0% |

Delivering the plan and achieving best value

Deliver professional legal services

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|--------------|--------------------------|--------------|--------------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Services are provided professionally and promptly | Statutory Civic Government (Scotland) Act 1982 statutory timescales - 100% within service targets | Statutory target has been fully met. | Green | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | Liquor licensing processing target - 85% within service targets | Target has been met. | Green | 85.0% | 98.0% | 89.0% | 88.0% | 91.0% |
| | Registration processing target - 95% within service targets | Target has been met. | Green | 95.0% | 99.0% | 99.0% | 99.0% | 98.0% |
| | Citizenship processing target - 95% within service targets | Target has been met. | Green | 95.0% | 100.0% | 99.0% | 100.0% | 99.0% |
| | Complaints processing target - 95% within service targets | Target has been met. | Green | 95.0% | 100.0% | 98.0% | 100.0% | 100.0% |
| Ensure that professional legal advice is provided in respect of the council's daily business | Legal Services will meet the target of 6,875 chargeable hours per quarter (27,500 p.a.) in respect of legal services provided, including: contract law, procurement, conveyancing, tribunal hearings, court actions and legal advice | Legal Services is currently 4.4% above target for chargeable hours for the year to date. | Green | 27,500 hours | 14,380 hours | 32,986 hours | 29,820 hours | 30,507 hours |

Delivering the plan and achieving best value

Promote equality and the well being of staff

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Ensure that the council meets its obligations under Health and Safety legislation | Number of accidents per 1,000 employees (council-wide) | <p>The total incidence rate for Q2 2019-20 is 13.8, this is an increase compared to the 2018-19 figure of 13.5.</p> <p>The year to date figure has increased from 22.6 (2018-19) to 34.2 (2019-20). This increase primarily relates to the increase in violent incidences being recorded.</p> <p>The accident incidence rate is used to measure a change in the organisation's own progress. Comparison at national level is not particularly easy as there is no "unitary authority" comparator. This measure can only be used primarily as an indicator of progress and not necessarily as a target, as there can be a large number of external factors to include severe weather.</p> <p>Calculation is (number of incidents/(average employee numbers) * 1,000.</p> | Contextual | ----- | 34.2 | 46.1 | 65.4 | 58.3 |
| Raise awareness of equality obligations throughout the council | Identify and make appropriate links between the Equality Impact Assessment process and the requirements of the Fairer Scotland Duty by March 2020 | This is on hold until the outcome of the Scottish Government review is known, there is no publication date as yet. The outcome of the review has slipped several times the last update advised the outcome would be available late summer or early autumn. | Report Later | --- | --- | --- | --- | --- |
| | Review the publishing of impact assessments on the council website with IT | A database has been devised and the gradual process of publishing assessments to catch up is underway. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Promote equality and the well being of staff**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED) | Review the Equality Impact Assessment online recording tool and the process by 30 April 2020 | This is on hold until the outcome of the Scottish Government review is known, there is no publication date as yet. The outcome of the review has slipped several times the last update advised the outcome would be available late summer or early autumn. | Report Later | --- | --- | --- | --- | --- |
| | The % of the highest paid 5% employees who are women. Target >45.9% | This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021. | Report Later | 45.9% | ----- | 46.7% | 45.9% | 48.8% |
| | The gender pay gap between average hourly rate of pay for male and female council employees. Target <5.9% | This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021. | Report Later | 5.9% | ----- | 5.9% | 6.1% | 5.1% |
| Ensure equality in pay, linked to protected characteristics in line with duties | Monitor, review and revise the equal pay action on an ongoing basis and complete an equal pay review across all areas of the council by March 2020 | To be reported later. | Report Later | --- | --- | --- | --- | --- |

Develop and implement effective financial strategies

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements | Update 2020-21 financial strategy by summer 2019 | An update to the 2020-21 Budget Strategy was presented to Executive Committee in June 2019. This will be re-presented to members in the autumn along with savings proposals. It will be further reviewed as required, as the budget process continues. | Green | --- | --- | --- | --- | --- |
| Develop a Treasury Management Strategy to minimise risk and support the overall Financial Strategy for the council | Prepare the Annual Treasury Management and Investment Strategies and Prudential indicators by February and report on achievement by September | Council approved a change to the Treasury Management Strategy on 26 June 2019. The Annual Activity Report for 2018-19 was presented to the Finance and Corporate Resources Committee on 7 August 2019. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value

Develop and implement effective financial strategies

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Deliver effective operation of service functions within budget | Ensure revenue and capital expenditure is within budget | As at 16 August 2019, the Revenue budget showed an underspend position of £6.346m while the Capital programme was behind profile by £0.192m, reflecting timescales for the Early Learning Unit project which is now complete. | Green | --- | --- | --- | --- | --- |
| Implement the Procurement Strategy Action Plan | Complete actions in action plan within the agreed timescales | Procurement Strategy action plan is progressing in accordance with timescales, with an update and new actions reported to Finance and Corporate Resources Committee in October 2019. | Green | --- | --- | --- | --- | --- |

Implement a Digital and ICT Strategy that meets business needs

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Deliver the core business of IT Services to support council Resources | Critical Business Systems will be available to council Resources for 98 % of core business time | Critical Business Systems were available to council Resources for 99.9% of core business time. | Green | 98.00% | 99.90% | 99.96% | 99.95% | 99.97% |
| | 95% of Help Desk calls will be achieved within Service Level Agreement (SLA) targets | 100% of Service Centre fault calls were achieved within Service Level Agreement (SLA) targets. | Green | 95.0% | 100.0% | 99.3% | 100.0% | 100.0% |
| | 95% of IT Hardware and Software installations will be achieved within SLA targets | 100% of hardware and software installations were achieved within Service Level Agreement (SLA) targets. | Green | 95.0% | 100.0% | 99.1% | 100.0% | 100.0% |
| Communicate our IT vision, values and policies | IT Services will regularly report progress on the council's priority ICT projects | Quarterly update presented to CMT on 26 September 2019. | Green | --- | --- | --- | --- | --- |
| | IT Services will maintain 95% of current ICT Projects at Green/Complete at any given point in the service planning year | At Q2, 97.86% of the ICT Service plan projects were at green/complete status. | Green | 95.00% | 97.86% | 95.20% | 97.00% | 95.00% |
| | Complete the IT hardware and software installation for the new housing and property management system | Project progressing to schedule. Module development and data import continues. Workshops and system training also underway. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Implement a Digital and ICT Strategy that meets business needs**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Complete the roll out of workforce scheduling software for home care services | Gcloud tender process complete and award/legals also complete. Workshops already underway with pilot project to be delivered in December 2019. | Green | --- | --- | --- | --- | --- |
| | Phase 2 implementation of the new corporate electronic document and records management system (EDRMS) will see the system rolled out across the council to promote compliant, secure and efficient collaborative working | Project planning phase initiated with first task an upgrade of the current system. Progress being made in Resources albeit final project plan to be agreed by Project Review Board. | Green | --- | --- | --- | --- | --- |
| | Develop a digital inclusion strategy | Digital inclusion strategy will be completed by the end of Resource Plan year 2019-20. Commenced citizen survey of internet usage and digital inclusion to inform strategy. | Green | --- | --- | --- | --- | --- |
| | Complete procurement for migration of server and storage estate to cloud hosted solution | Procurement and award to be completed no later than June 2020. Stage 1 of procurement currently in progress. | Green | --- | --- | --- | --- | --- |
| Manage and deliver effective IT Security | Security policies and frameworks will be maintained to current national and international standards including implementation of the Scottish Public Sector Action Plan on Cyber Resilience and achieving Cyber Essentials Plus accreditation and maintaining the UK Cabinet Office Public Sector Network (PSN) certification | PSN certification has been achieved. Implementation of the Public Sector Cyber Resilience Action Plan is progressing well and preparations are now underway for Cyber Essentials re-accreditation renewal in November. | Green | --- | --- | --- | --- | --- |
| | Formal business continuity plans and processes are in place for the council's business critical information systems | IT Services business continuity plans were last reviewed and updated in December 2018. Next review will take place no later than December 2019. | Green | --- | --- | --- | --- | --- |
| | 97% of scheduled backups will be successfully completed within the agreed service levels | 98.95% of scheduled backups were successfully completed within the agreed service levels. | Green | 97.0% | 99.0% | 98.6% | 98.7% | 99.1% |

Delivering the plan and achieving best value**Implement a Digital and ICT Strategy that meets business needs**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|---|---|---|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Progress the council's Digital Strategy within the Resource | IT Services will regularly report progress on digital transformation activities | Quarterly update presented to CMT on 26 September 2019. This included information about October relaunch of Scottish Local Government Digital Office programme. | Green | --- | --- | --- | --- | --- |

Develop improvement activity and promote scrutiny

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | ----- This Year ----- | | | ----- Last 3 Years ----- | | |
|--|---|--|-----------------------|--------|---------|--------------------------|---------|---------|
| | | | Status | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Implement effective Best Value Management arrangements to ensure continuous improvement and efficient and effective service delivery | Use the results of benchmarking activity (including Local Government Benchmarking Framework) to inform and improve service delivery | The council's self-assessment and improvement programme uses benchmarking data, including the Local Government Benchmarking Framework, to identify areas of potential under-performance. This helps drive service improvement through evidence-based self-assessment. The LGBF is also used to develop an action plan for areas where services perform below the Scottish average. In 2019-20 this will be enhanced with an analysis of family groups within the LGBF. | Green | --- | --- | --- | --- | --- |
| | Progress actions arising from BVAR 2019 within agreed timescales | An action plan addressing the recommendations within the BVAR was presented to the meeting of the Council on 26 June 2019. The action plan will be implemented and reported throughout the 2019-20 reporting year. | Green | --- | --- | --- | --- | --- |

Delivering the plan and achieving best value**Develop improvement activity and promote scrutiny**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--|---|---|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Lead on compliance with the national complaints handling procedures as determined by the Scottish Public Services Ombudsman (SPSO) | Maintain awareness of the process and share learning from complaints through quarterly and annually reporting: Website updated quarterly, within 5 working days of CMT approval | The annual complaints report was presented to the Corporate Management Team (CMT) on 1 August and to the Executive Committee on the 28 August 2019. The quarterly report for the period ending June 2019 (Q1) was presented to the CMT on 19 September 2019. Website to be updated to show Q1 figures. | Green | --- | --- | --- | --- | --- |
| Review the council's approach to Performance Management on an ongoing basis | Further develop the Annual Performance Spotlights to take into account suggestions made by external auditors – by March 2020 | All Annual Performance Spotlights now feature infographics showing whether performance is improving or not and whether the target has been met (if appropriate). The ability to click on links under each spotlight for related information has been added. These enhancements respond directly to the auditors' suggestions. | Green | --- | --- | --- | --- | --- |

Improve the skills, flexibility and capacity of the workforce

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities | Launch the Recruitment Strategy and revised recruitment procedures to employees and managers by 31 March 2020 | Work is ongoing in respect to changes in recruitment. | Report Later | --- | --- | --- | --- | --- |
| | Labour turnover rate to be contained at 5% or less (Resource) | At the end of Quarter 2 the Resources labour turnover rate was 2.3%. This represents an increase of 1.1% when compared with Quarter 1. | Green | 5.0% | 2.3% | 3.2% | 4.5% | 4.1% |
| | Labour turnover rate to be contained at 5% or less (council-wide) | At the end of Quarter 2 the Council wide labour turnover rate was 2.5%. This represents an increase of 1.7% when compared with Quarter 1. | Green | 5.0% | 2.5% | 3.0% | 4.8% | 4.6% |
| | Sickness absence days per teacher | This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021. | Report Later | ----- | ----- | 6.5 | 6.0 | 6.1 |

Delivering the plan and achieving best value**Improve the skills, flexibility and capacity of the workforce**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|--|--|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Sickness absence days per employee (non teacher) | This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021. | Report Later | ----- | ----- | 11.6 | 11.5 | 12.0 |
| | 100% coverage of Performance Appraisals (PAs) of employees in scope (Resource) | At the end of Quarter 2 the Resource completion rate was 60%. This represents an increase of 27% when compared with Quarter 1. | Amber | 100.0% | 60.0% | 94.3% | 96.6% | 90.0% |
| | 100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide) | At the end of Quarter 2 the Council wide completion rate was 47%. This represents an increase of 28% when compared with Quarter 1. | Amber | 100.0% | 47.0% | 87.6% | 90.5% | 88.0% |
| | Work towards the 2020 accredited review of Investors in People to achieve gold status | The 2019 interim review is planned and scheduled for late October through to the end of November. The senior leaders reviews will be conducted on 24 and 25 October with the outcomes being cascaded into the full review in November. Report is due for publication in January 2020. | Report Later | --- | --- | --- | --- | --- |
| Utilise the council workforce strategy toolkit to review and produce workforce plans to be in place by 2020 | Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle (Resource) | The Resource workforce plan has been reviewed and will be reported to Finance and Corporate Committee during Q4 2019-20. | Green | --- | --- | --- | --- | --- |
| | Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle (council-wide) | The council-wide plan for 2020-23 will be presented to CMT on 28 November and the Resource plans will be reported to Resource committees during Q4 2019-20. | Green | --- | --- | --- | --- | --- |
| Deliver an Apprenticeship Programme consistent with the needs of the council | Minimum 90%+ South Lanarkshire Council Apprentices will achieve their Modern Apprenticeship certification | The council is engaging with 230 apprentices. To date 41 have achieved full certification (19 social care, 18 child care and 4 admin), and 2 apprentices have left the programme early reducing the number to 187 apprentices. The achievement rate in relation to achievers is currently 95%. | Green | 90.0% | 95.0% | ----- | 100.0% | 100.0% |

Delivering the plan and achieving best value**Other actions in support of delivering the Plan and achieving Best Value**

| Action | Measures (non statistical measures shaded grey) | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|---|---|---|--------------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| Maintain a Communications Strategy which outlines how effective internal and external communications will be delivered | Annual update by March 2020 | To be reported later. | Report Later | --- | --- | --- | --- | --- |
| Provide an effective research and intelligence service to support council decision-making by the council and its partners | Develop dashboards and other tools to provide intelligence at the South Lanarkshire level and for areas underneath it to aid decision-making and resource allocation | The Economic Dashboard has been completed and made publicly available. | Green | --- | --- | --- | --- | --- |
| | Provide support as required to Joint Strategic Needs and Opportunity Assessments and other investigative exercises involving the council | Work has been undertaken to support the inspection of the situation of Looked After Children. | Green | --- | --- | --- | --- | --- |
| | Provide briefings, reports and analysis as required on social, economic and demographic circumstances, issues and trends - and on policy issues - that may impact on the council, its communities, and services | Briefings on various topics (for example Fairer Scotland for Older People Framework, Skills Action Plan for Rural Scotland, and Big Climate Change) continue to be produced and circulated. | Green | --- | --- | --- | --- | --- |
| Administer grants effectively in line with following the public pound | Audit 100% of community grants allocated through Area Committees | Continue to audit all Community Grants for proof of spend | Green | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Achieve customer service targets in person (Q and A) and by telephone (Customer Service Centre) | Customer Service Centre - 95% calls answered | A combination of annual leave and staff absence has resulted in a reduction in performance. Target is expected to be met by the end of the financial year. | Amber | 95.0% | 91.0% | ----- | ----- | ----- |
| | Waiting times less than 60 seconds | A combination of annual leave and staff absence has resulted in a reduction in performance. Target is expected to be met by the end of the financial year. | Amber | 60 | 73 | ----- | ----- | ----- |

Delivering the plan and achieving best value**Other actions in support of delivering the Plan and achieving Best Value**

| Action | Measures <i>(non statistical measures shaded grey)</i> | Comments/ Progress | Status | ----- This Year ----- | | ----- Last 3 Years ----- | | |
|--------|--|--|--------|-----------------------|---------|--------------------------|---------|---------|
| | | | | Target | To Date | 2016/17 | 2017/18 | 2018/19 |
| | Q and A - Customer satisfaction: Target 97% | At the end of Q2 900 (out of 900) customers were surveyed in five Q and A offices resulting in a 100% satisfaction rate. | Green | 97.0% | 100.0% | ----- | ----- | ----- |
| | Customer appointments: Target 100% within 3 days | Minor slippage against target. From 374 completed appointments 2 had to be rearranged at short notice due to unexpected resource shortage. Customers were contacted, apology issued and customers happy to rearrange. Target expected to be met by Q4. | Amber | 100.0% | 99.5% | ----- | ----- | ----- |
| | Scottish Welfare Fund- average processing times: - Crisis Grants: Target 2 working days | Processing times for Crisis Grants is currently equal to target | Green | 2 days | 2 days | ----- | ----- | ----- |
| | Community Care Grants: Target: 15 working days | Processing times for Community Care Grants is currently equal to target | Green | 15 days | 15 days | ----- | ----- | ----- |

'Report later' measures

– update of Finance and Corporate Resource Plan 2018-19 Quarter 4 Progress Report

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| Measure | Comments at Quarter 4 2018-19 | Updated status at Q2 2019-20 | Updated comments |
|---|---|------------------------------|--|
| % unemployed people assisted into work from council operated/ funded employability programmes (LGBF) | This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021. | Report Later | This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021. |
| The gender pay gap between average hourly rate of pay for male and female council employees. Target <5.9% (LGBF) | | Report Later | |
| All employees will be paid correctly and on time – target 100% | This is reported annually. The 2018-19 figure will be reported in July 2019. | Green | Target achieved - All employees were paid correctly and on time |
| Benefits Administration: - Gross admin cost per Housing Benefit/Council Tax Reduction (HB/CTR) case - Target £25 | Information not available. | Red | The figure reported for 2018-19 was £26.96 which exceeded the target for the year. This is primarily due to a slightly greater than anticipated decrease in Housing Benefit (HB) caseload, particularly within the private sector, as well as the backdated 3.5% pay award in 2018-19. The reduction in HB caseload coincides with the migration to Universal Credit (UC). |
| Develop and deliver the annual council Governance Statement by due date | The Annual Governance Statement has been drafted and a peer review has been completed by the Good Governance Group. This action is on course to be completed by the June 2019 deadline. | Green | The Annual Governance Statement for 2018-19, which includes an annual improvement plan and Q4 progress report, was presented to the Corporate Management Team in May 2019 and the Risk and Audit Scrutiny Forum in June 2019. This action is now complete. |
| Feedback from elected members to be considered and improvement agreed and implemented | Initial meeting of the Standards and Procedures Advisory Forum has been scheduled for 25 March 2019 for members to input to the mid-term review of the Council's procedural documentation. The outcome of the review will be reported in 2019-20. | Report later | The Forum has met on five occasions and a further meeting is to be scheduled late October/early November in order to finalise recommendations for submission to Executive Committee and Council by December 2019. |

| Measure | Comments at Quarter 4 2018-19 | Updated status at Q2 2019-20 | Updated comments |
|--|---|------------------------------|---|
| Develop a Gaelic Language Plan in consultation with the community - to be published by 15 December 2018 | The second Gaelic Language Plan has been developed and has received all the necessary committee approval. The plan was sent to Bord na Gaidhlig (BnG) in December 2018 for their approval. Due to a change in staff at BnG this is still outstanding. BnG gave assurances that this will be looked at as a matter of urgency. Following final approval from Bord na Gaidhlig, the plan will be published on the council's website in English and Gaelic. An action plan has been developed and work will begin across all Resources to deliver these actions. | Report later | BnG have looked at our plan content and structure and are looking for amendments to the structure, in line with a new Scottish Gaelic Plan with revised aims and structure. Personnel have been working closely with BnG to make the necessary changes and have our plan submitted to the Bord for approval. Following final approval from BnG the plan will be published on the council's website. |
| Review the Equality Impact Assessment online recording tool and the process by March 2019 | Guidance on the Fairer Scotland Duty is still interim, in addition the review of the PSED is still outstanding with no date when this will be completed. The review of the process will not be undertaken until a clearer picture emerges of the requirements of the Duty. This will be subject to review and reported later. | Report later | Guidance on the Fairer Scotland Duty is still interim. There has been no progress in terms of the review of the PSED: the latest date for this being published in the end of 2019. Only after this is published and the requirements of the Duty are known will the review of SLC's process be undertaken. (This measure will be monitored and reported in the 2019-20 progress reports.) |
| Develop a Recruitment Strategy by March 2019 | Work is ongoing in respect of changes in recruitment, and policies and procedures are being updated accordingly. | Report later | Work is still ongoing in respect of changes in recruitment (This measure will be monitored and reported in the 2019-20 progress reports.) |
| Meet the council's L&D requirements in the most economically viable way through optimising the blend of online, webinar and classroom based activities | Management information providing attendance figures will be available by 30 April 2019. | Green | During 2018-19 - 61,179 learn on line packages were completed by employees. An increase of 23.1% from 2017-18. During 2018-19 employees attended 24,544 classroom based learning and development events. A decrease of 8.5% from 2017-18. |
| Increase in-house delivery of L&D using appropriate access channels previously delivered by external provision (7% efficiency saving) | Management information providing attendance figures will be available by 30 April 2019. | Green | During 2018-19 the increase in in-house delivery of Learning and Development resulted in a 6.9% efficiency saving. |

| Measure | Comments at Quarter 4 2018-19 | Updated status at Q2 2019-20 | Updated comments |
|---|-------------------------------|------------------------------|----------------------------|
| Number of accidents per 1,000 employees | Contextual information only | N/A | No further action required |

(Data/Information correct as at 28 October 2019)

Report

11

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 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 2019/2020 to date
- ◆ advise Committee of performance in the Business Rates Incentivisation Scheme (BRIS) to date
- ◆ 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 performance against the BRIS target be noted; and
- (3) that write offs for the following be approved:-

| | |
|---------------------------------------|-------------|
| ◆ Council Tax | £442,299.22 |
| ◆ Non Domestic Rates | £592,688.65 |
| ◆ BID Levy | £3,910.13 |
| ◆ Sundry Debt | £305,926.66 |
| ◆ Housing Rent and associated charges | £180,626.90 |

3. Background

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

4. Current Collection Performance

- 4.1. The first table in Appendix 1 presents the collection performance for Council Tax, NDR and Sundry Debts for financial year 2019/2020.
- 4.2. The annual Council Tax collection target for 2019/2020 has been set at 95.8%. Council Tax collection is currently 68.94%, ahead of target by 0.04% and ahead of comparable performance in 2018/2019 by 0.04%.
- 4.3. A Non Domestic Rates (NDR) collection target of 98.0% has been set for 2019/2020. NDR collection is currently 58.8%, equal to the target but behind comparable performance in 2018/2019 by 0.2%.

- 4.4. The 2019/2020 annual target for Sundry Debt collection has been set at 98.0%. Sundry Debt collection to 31 October 2019 was 97.8%, below target by 0.2%.

5. Arrears Collection Performance

- 5.1. Arrears collection performance for Council Tax, NDR and Sundry Debt is presented in the second table of Appendix 1.
- 5.2. The 2019/2020 arrears annual target for Council Tax has been set at £3.500m, with collection to 31 October 2019 of £2.234m, behind target by £0.061m (1.7%).
- 5.3. The 2019/2020 arrears target for NDR has been set at £2.800m, with collection to 31 October 2019 of £0.933m, behind target by £0.638m (22.8%). The low arrears collection is directly related to a lower value of additions made to the valuation roll by the Assessor in March 2019.
- 5.4. The 2019/2020 arrears target for Sundry Debt has been set at £8.991m, with collection to 31 October 2019 of £7.267m, behind target by £0.168m (1.9%).

6. Business Rates Incentivisation Scheme

- 6.1. The Business Rates Incentivisation Scheme (BRIS) is a Scottish Government initiative to incentivise growth of the local business tax base, with a view to increasing Non Domestic Rates (NDR) income yields.
- 6.2. The Scottish Government sets annual targets for growth (buoyancy) and Councils who achieve their target retain 50% of the additional income generated.
- 6.3. The provisional annual buoyancy target for South Lanarkshire Council in 2019/2020 has been set by the Scottish Government at 1.0%. This is a measure of the increase in the total rateable value of the non-domestic properties on the Valuation Roll.
- 6.4. Performance against the BRIS target will be reported to Committee on a quarterly basis. Buoyancy for the second quarter, to the end of September 2019, was 1.25%.
- 6.5. The tax base has therefore already exceeded the provisional target by 0.25%, which may result in the securing of additional income under the Scheme.
- 6.6. On 1 October 2019, the Scottish Government provided an update on the outcome of the BRIS scheme for 2017/2018. As part of this update, the Council was notified that it was to retain £0.009 million of income generated.

7. Proposals for Write Off

- 7.1. Approval for write off of the following irrecoverable debts is requested from Committee. The Council has a statutory obligation to write off accounts where the debtor is deceased, sequestrated, in liquidation or the debt is prescribed.
- 7.2. The proposed write off of Council Tax accounts dating from 1993/1994 to 2019/2020 totals £442,299.22, relating mainly to prescribed debt, sequestrations and estates of the deceased.
- 7.3. The value of accounts currently marked for write off in the Non Domestic Rates system from rating years 2017/2018 to 2019/2020 totals £592,688.65. These debts are deemed to be irrecoverable because the debtor is in liquidation, has ceased trading or has been sequestrated.

- 7.4. Approval is sought for the write off of Business Improvement District (BID) Levies totalling £3,910.13, administered by the Council on behalf of the Hamilton and Carlisle BID companies. There is no financial impact on the Council for these write offs.
- 7.5. Following consultation and agreement with Resources, the proposed write off of Sundry Debt totals £305,926.66.
- 7.6. Approval is sought for the write off of former tenant rent arrears of £114,561.16, factoring arrears of £1,939.40 and Housing Benefit Overpayments of £64,126.34.
- 7.7. A full list of all debts proposed for write off is held by the Executive Director (Finance and Corporate Resources).

8. Employee Implications

- 8.1. None.

9. Financial Implications

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

10. Other Implications (Including Environmental and Risk Issues)

- 10.1. 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.
- 10.2. There are no implications for sustainability in terms of the information contained in this report.

11. Equalities Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

15 November 2019

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Finance and Corporate Resources Committee - 2 October 2019

List of Background Papers

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

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
REVENUES COLLECTION
FOR PERIOD ENDING 31 OCTOBER 2019

| | Annual Cash Budget £000's | Budget Target to 31/10/19 £000's | Actual to 31/10/19 £000's | Variance to 31/10/19 £000's | | % Variance to annual budget | Notes |
|---------------------------------|--|---|--|--|-------|--|--------------|
| FINANCIAL YEAR 2019/2020 | | | | | | | |
| Council Tax | 132,857 | 95,551 | 95,608 | 56 | over | 0.04% | |
| Non Domestic Rates | 342,440 | 205,464 | 205,336 | (128) | - | 0.0% | |
| Sundry Debt | 100,174 | 100,174 | 99,985 | (189) | under | -0.2% | |
| ARREARS | | | | | | | |
| Council Tax | 3,500 | 2,295 | 2,234 | (61) | under | -1.7% | |
| Non Domestic Rates | 2,800 | 1,571 | 933 | (638) | under | -22.8% | |
| Sundry Debt | 8,991 | 7,435 | 7,267 | (168) | under | -1.9% | |

Report

12

| | |
|------------------|---|
| Report to: | Finance and Corporate Resources Committee |
| Date of Meeting: | 11 December 2019 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | South Lanarkshire Community Planning Partnership Community Participation and Engagement – Additional Post |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ request approval of the establishment of a fixed term Community Development Officer post, funded by the Community Planning Partnership (CPP), as part of the Community Engagement Team within Finance and Corporate Resources

2. Recommendation(s)

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

- (1) that the addition of 1 full time equivalent (FTE) Community Development Officer post to the Finance and Corporate Resources establishment, within the Community Engagement Team, for a fixed term period of 12 months, be approved; and
- (2) that it be noted that the fixed term Community Development Officer post would be funded by the Community Planning Partnership (CPP).

3. Background

- 3.1. The Council, NHS, Police Scotland and the Scottish Fire and Rescue Service pay an annual contribution towards a Community Planning Partnership budget. Funds are available during the 2019/2020 financial year for a fixed term post of one year to support the work of the Community Planning Partnership.
- 3.2. The Executive Committee approved the creation of a Community Engagement Team at its meeting on 27 June 2018. On 7 August 2019, this Committee approved a change to the Community Engagement Team structure to align the team with the Tackling Poverty, Voluntary Sector and Community Planning Teams.
- 3.3. The recent Best Value Assurance Report (BVAR) which was reported to the Council at its meeting on 26 June 2019 made some observations and recommendations regarding Community Planning, with particular reference to Community Engagement, links with Thematic Groups and the development of Locality Plans (known as Neighbourhood Plans). The CPP Board has been working with the Improvement Service and undertook a Self-Assessment in January 2019 and has aligned the priorities identified from that work with the BVAR. This work is currently being progressed by the CPP Board.

4. Employee Implications

- 4.1. When the Community Empowerment (Scotland) Act 2015 was implemented, areas within nine council wards were identified as having poorer outcomes than the rest of South Lanarkshire. Neighbourhood Planning in three of those priority areas commenced during 2017. In the BVAR, the auditors recommended that Neighbourhood Plans should be prepared without further delay. Community Participation and Engagement (CPET) officers are currently progressing a further four neighbourhood plans, which leaves two areas remaining and some communities which were identified as having small pockets of deprivation.
- 4.2. As Community Planning now sits within the revised Community Engagement Team structure and officers are currently supporting neighbourhood planning activity, the Committee is asked to consider that the Council hosts an additional 1 FTE post within the team to ensure consistency of approach in delivering the priorities of the CPP Board and the recommendations contained in the BVAR. The full salary and on-costs will be met from the CPP budget and the tasks for this post will complement the current work of the Community Engagement Team.
- 4.3. Tasks for the post holder have been aligned to current priority areas of work for the CPP as identified through the Self-Assessment and the BVAR and will include:-
- ◆ the promotion of the Community Plan and CPP within identified priority areas
 - ◆ increasing the visibility of the partnership at a local level including small scale local events (as appropriate)
 - ◆ progressing Neighbourhood Plans in the communities of Whitehill and Eddlewood/Low Waters
 - ◆ Engaging with smaller communities who are not (yet) part of a Neighbourhood Planning area, however, are identified as experiencing poorer outcomes
 - ◆ A review of the 2020 SIMD data (when published) to ensure that those communities identified as experiencing poorer outcomes remain current
 - ◆ Identifying opportunities for wider neighbourhood plans to encompass pockets of deprivation
- 4.4. It is proposed that the post be added to the Finance and Corporate Resources establishment for a fixed term period of 12 months, effective from 1 April 2020, as detailed below.

| Post | Proposed Number of Posts (FTE) | Grade /SCP range | Hourly Rate | Annual Salary | Gross Cost (inc on costs 30.3%) |
|-------------------------------|---------------------------------------|------------------------------------|--------------------|----------------------|--|
| Community Development Officer | 1.0 | Grade 3 Level 2 - 4 / 63 -74 | £17.55 - £20.63 | £32,027 - £37,647 | £41,731 - £49,054 |

5. Financial Implications

- 5.1. The cost for the post will be transferred from the Community Planning Partnership Budget to the Community Engagement Team budget so there will be no impact upon expenditure approved by the Council for 2019/2020.

6. Other Implications (Including Environmental and Risk Issues)

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

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. There is no requirement to carry out an impact assessment in terms of the proposal contained within this report.
- 7.2. Consultation has been carried out with the Community Planning Board partners in relation to the establishment of the fixed term post.

Paul Manning
Executive Director (Finance and Corporate Resources)

5 November 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Work with communities to promote high quality and thriving and sustainable communities
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration

Previous References

- ◆ Finance and Corporate Resources Committee – 7 August 2019
- ◆ Executive Committee – 27 June 2018

List of Background Papers

- ◆ None

Contact for Further Information

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

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Report

13

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 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:-

- ◆ advise members of the Common Good Accounts, as at 31 March 2019
- ◆ provide an update on the cyclical spend currently committed against the Common Good Repairs and Maintenance budgets for both Lanark and Hamilton
- ◆ provide an update on projects currently committed from the Common Good budgets for both Lanark and Hamilton
- ◆ provide details of consultations relating to the Common Good

2. Recommendation(s)

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

- (1) that the accounts for Common Good for the year ended 31 March 2019 (section 4), be noted;
- (2) that the cyclical spend committed against the Common Good Repairs and Maintenance budgets for Lanark (section 5) and Hamilton (section 7), be noted;
- (3) that the projects currently committed outwith Repairs and Maintenance, from the Lanark (Section 6) and Hamilton (Section 8) Common Good Funds, be noted; and
- (4) that details of consultations relating to the Common Good (section 9), 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 position for the year ended 31 March 2019 is detailed in section 4.

- 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. In addition to the accounts position covered in section 4, this report will provide an up to date position on the planned maintenance for both Lanark (Section 5) and Hamilton Common Good (Section 7) and will provide an update on projects for consideration for both Lanark (Section 6) and Hamilton (Section 8). An update in relation to recent consultations on Common Good assets will be provided at section 9.

4. Common Good Annual Accounts 2018/2019

- 4.1. Appendix 1 to the report shows the Common Good Accounts for 2018/2019.
- 4.2. The Appendix shows that as at the end of 2018/2019, the Balance Invested in South Lanarkshire Council's Loans Fund is £0.766m. This is the cash that is held by the Council on behalf of the Common Good funds, and which is readily available to meet expenditure.
- 4.3. It should be noted that there are commitments against the funds of Lanark and Hamilton, including those covered at sections 6 and 8.

5. Lanark Repairs and Maintenance Budget – Planned Maintenance 2019/2020

- 5.1. A budget allocation of £15,000 was earmarked for Repairs and Maintenance in 2019/2020. Table 1 shows the spend, so far, in the current year along with the other commitments where spend has not yet been incurred.
- 5.2. **Table 1 – Approved Repairs and Maintenance Projects/Spend – 2019/2020**

| Lanark Common Good | Approved Budget |
|--|------------------------|
| Available Budget 2019/2020 | £15,000 |
| Projects where Spend has been Incurred | |
| Lanark Equestrian Centre - <i>End of lease legal costs</i> | £210 |
| Approved Projects where Spend not yet Incurred | |
| St Nicholas Church Tower Cleaning (section 5.3) | £3,995 |
| Total Spend/Commitments | £4,205 |
| Balance Remaining | £10,795 |

- 5.3. The cleaning of St Nicholas Church Tower is an annual project. Due to issues in identifying a suitable contractor to undertake the work, no supplier has been appointed to carry out the cleaning works this year. The works will be tendered again in 2020.

6. Lanark Committed Projects / Projects for Consideration

- 6.1. Table 2 lists all the current committed projects against Lanark Common Good Fund outwith the repairs and maintenance budget allocation, as approved by this Committee.

6.2. Table 2 – Approved Projects from Lanark Common Good Fund

| Project | Date of Approval | Approved Budget | Spend Incurred to Date |
|---|-------------------|-----------------|------------------------|
| Lanark Loch – replacement of gabion baskets (section 6.3) | 14 September 2016 | £25,000 | £0 |
| Springbank Cemetery – provision of shelter (section 6.4) | 20 June 2018 | £10,000 | £10,564 |
| Tote Building of Lanark Racecourse – Repair Works (section 6.5) | 20 June 2018 | £28,000 | £0 |
| Lanark Loch and Lanark Moor – Path Repairs (section 6.6) | 28 November 2018 | £76,960 | £33,066 |

- 6.3. **Lanark Loch, Gabion Baskets:** As previously reported to Committee, the replacement of gabion baskets at Lanark Loch cannot be carried out until the repair of the pipe is complete.
- 6.4. **Springbank Cemetery Shelter:** The provision of a shelter with seating at Springbank Cemetery is now complete. Expenditure totalling £10,564 has been incurred in 2019/2020, however, this is offset by contributions of £1,500 received last year, resulting in net expenditure of £9,064. Costs for commemorative plaques remain outstanding.
- 6.5. **Tote Building, Lanark Racecourse:** In order to prevent the Tote building becoming structurally unsound and to remove health and safety risks, various repairs are required. Approval was obtained at this Committee (20 June 2018) to fund the works, estimated at £28,000. The lowest tender submission received was for £36,691. The additional requirement of £8,691 will be met from the repairs budget for 2019/2020
- 6.6. **Lanark Loch and Lanark Moor Paths:** Approval was given at this Committee (28 November 2018) to repair the paths at an estimated cost of £76,960. Repairs to the path infrastructure are now complete, as far as possible, at a cost of £33,066. As previously reported, some works could not be completed due to its proximity to the area where further repairs on the pipe are outstanding. The final repair costs will be funded from the balance of the original funds approved (£43,894).
- ## 7. Hamilton Repairs and Maintenance Budget – Planned Maintenance 2019/2020
- 7.1. A budget allocation of £15,000 was earmarked for Repairs and Maintenance in 2019/2020. Table 3 shows the spend, so far, in the current year along with the other commitments where spend has not yet been incurred.

7.2. **Table 3 – Approved Repairs and Maintenance Projects/Spend – 2019/2020**

| Hamilton Common Good | Approved Budget |
|--|------------------------|
| Available Budget 2019/2020 | £15,000 |
| Allocated Budget carried forward from 2018/2019 | £13,249 |
| Total Budget Available | £28,249 |
| Spend Incurred to date | £8,708 |
| Approved Projects where Spend not yet Incurred | |
| Hamilton Town Centre Action Plan Projects (c/fwd from 2018/2019) | £13,249 |
| Total Spend/Commitments | £21,957 |
| Balance Remaining | £6,292 |

- 7.3. **Hamilton Town Centre Action Plan:** The Plan, approved by the Community and Enterprise Resources Committee on 30 October 2018, identified a project of renewal and maintenance of Hamilton's Town Square. The project to include works around the 'sails' structure is currently at the tender process.

8. Hamilton Committed Projects / Projects for Consideration

- 8.1. Table 4 lists all the current committed projects against Hamilton Common Good Fund outwith the repairs and maintenance budget allocation, as approved by this Committee.

8.2. **Table 4 – Approved Projects from Hamilton Common Good Fund**

| Project | Date of Approval | Approved Budget | Spend Incurred to Date |
|----------------------------------|-------------------------|------------------------|-------------------------------|
| Parking Demand Management Review | 20 February 2019 | £30,000 | £0 |

9. Consultation on Common Good

- 9.1. **Common Good Register:** Section 102 of the Community Empowerment (Scotland) Act 2015 requires each local authority to establish and maintain a register of property which is held by the authority as part of the common good (a "common good register").
- 9.2. Before establishing a common good register the authority must publish a list of property that it proposes to include in the register. South Lanarkshire Council has prepared a proposed common good register containing the properties which it considers should be included.
- 9.3. South Lanarkshire Council must notify elected members and community groups of consultations regarding the common good asset register and invite them to make representations in respect of those consultations.
- 9.4. On 21 October 2019, a consultation on the Common Good Register was issued to members of this Committee, Hamilton and Lanark elected members and community councils in Hamilton and Lanark. The consultation has also been issued to community groups in the areas. The period for consultation is from 21 October 2019 to 31 January 2020.

- 9.5. An update on the consultation process for the Common Good Register will be provided to this Committee, following completion of the process.
- 9.6. **New Lease Arrangements:** On 20 August 2019, consultations were issued on new lease arrangements in respect of the following Common Good assets:-
- ♦ Equestrian Centre, Lanark Racecourse, Hyndford Road, Lanark
 - ♦ Moorpark Stadium, Hyndford Road, Lanark
 - ♦ Gateway Site, Palace Grounds Road, Hamilton
- 9.7. The consultation period has now closed and there were no objections received regarding the new lease arrangements.
- 10. Employee Implications**
- 10.1. None
- 11. Financial Implications**
- 11.1. All costs identified will be met from the Common Good funds held within both Lanark and Hamilton.
- 12. Other Implications (Including Environmental and Risk Issues)**
- 12.1. The ongoing repairs and maintenance support the viability of Common Good assets and reduce the Council's risk to increased liabilities in the future.
- 12.2. The recommendations within this report link to the Council's objectives in relation to physical, environmental, social and cultural sustainability.
- 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. 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 Resources)

8 November 2019

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, 14 September 2016
- ◆ Finance and Corporate Resources Committee, 25 April 2018
- ◆ Finance and Corporate Resources Committee, 20 June 2018
- ◆ Community and Enterprise Resources Committee, 30 October 2018 – Hamilton Town Centre Strategy and Action Plan
- ◆ Finance and Corporate Resources Committee, 28 November 2018
- ◆ Community and Enterprise Resources Committee, 22 January 2019 – Parking Demand Management Review
- ◆ Finance and Corporate Resources Committee, 20 February 2019

List of Background Papers

- ◆ None

Contact for Further Information

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

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Appendix 1

| 2018/2019 Annual Accounts | Lanark | Biggar | Hamilton | Rutherglen | Total |
|--|--------------|-----------|--------------|------------|--------------|
| | £000 | £000 | £000 | £000 | £000 |
| Income and Expenditure Accounts | | | | | |
| Income for the Year | 27 | - | 85 | 1 | 113 |
| Expenditure for the Year | (21) | - | (92) | - | (113) |
| Surplus / (Deficit) to the Balance Sheet | 6 | - | (7) | 1 | - |
| Balance Sheet | | | | | |
| Fixed Assets | | | | | |
| Property, Plant and Equipment | 1,499 | - | 1,487 | - | 2,986 |
| Investments | | | | | |
| Advances to South Lanarkshire Council Loans Fund | 347 | 32 | 260 | 127 | 766 |
| Total Assets | 1,846 | 32 | 1,747 | 127 | 3,752 |
| Current Liabilities | | | | | |
| Creditors | - | - | (5) | - | (5) |
| Total Assets less Current Liabilities | 1,846 | 32 | 1,742 | 127 | 3,747 |
| Represented By: | | | | | |
| Common Good Account | 1,373 | 32 | 1,217 | 126 | 2,748 |
| Surplus / (Deficit) | 6 | - | (7) | 1 | - |
| Amortisation of Revaluation Reserve | 3 | - | - | - | 3 |
| Gain / Loss on Revaluation | - | - | - | - | - |
| | 1,382 | 32 | 1,210 | 127 | 2,751 |
| Revaluation Reserve | | | | | |
| Opening Balance | 450 | - | 532 | - | 982 |
| Gain / Loss on Revaluation | 17 | - | - | - | 17 |
| Amortisation of Revaluation Reserve | (3) | - | - | - | (3) |
| Closing Balance | 464 | - | 532 | - | 996 |
| Total | 1,846 | 32 | 1,742 | 127 | 3,747 |

Report

14

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Community Benefits**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on the current arrangements in place for achieving community benefits through procurement
- ◆ outline a number of planned changes to the current approach to ensure procurement opportunities are maximised

2. Recommendation(s)

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

- (1) to note that community benefits are sought in all regulated tender activity (in excess of £50,000 for services/supplies and £2million for works);
- (2) that the process to be used in identifying the community benefits required and the changes to procurement activity to support delivery be noted;
- (3) that the intention to implement the “Cenefits” system to monitor and record community benefits obtained through procurement be noted; and
- (4) to note that the reporting of community benefits will be delivered through the annual procurement report provided to this Committee.

3. Background

3.1. The Procurement Reform (Scotland) Act 2014 requires Councils to seek community benefits in all contracts in excess of £4m and publish a summary of community benefits in their Annual Procurement Report. Under the Act, ‘a community benefit requirement is a contractual requirement imposed by a contracting authority:-

- (a) relating to-
 - (i) training and recruitment, or
 - (ii) the availability of sub-contracting opportunities, or
- (b) which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included.’

3.2. The Council's Procurement Annual Report for 2018/2019 reported on the achievement of community benefits with the majority derived from either national or local frameworks. In addition, community benefits were derived through the use of bespoke clauses.

3.3. There are currently a number of community benefit arrangements in place across the Council's contractual arrangements:-

- ◆ regulated contracts above £4million include specific community benefit clauses. Where the Sourcing Strategy identifies community benefits as appropriate to the tender, this is included as a weighted question (generally 5-10%) in the technical (quality) envelope, with typical benefits including apprenticeships, training places and environmental developments (e.g. greenspace)
- ◆ Housing and Technical Resources has adopted the "National Skills Academy for Construction Client Based Approach" as published by the Construction Industry Training Board (CITB) which targets apprenticeships and construction skills
- ◆ Roads and Transportation Services and Property Services, in their City Deal funded projects, use Glasgow and Clyde Valley City Deal's approach to community benefits that focuses on a flexible menu of benefits which are allocated a points value with each contract having a points "target" based on value and duration of contract

3.4. While the Council has a good track record in securing community benefits, there is merit in considering how a change to the process used in the tendering and monitoring arrangements could deliver improved results. Beyond this, there is also a wider need to consider how specific community benefits are initially identified and the opportunities from procurement activity are maximised.

3.5. The report will outline the process through which community benefits will be identified, how the level of community benefits to be sought from procurement activity will be determined and the monitoring and reporting arrangements considered necessary.

4. Identifying Community Benefits

4.1. The identification of community benefits required from procurement activity can come from 3 sources:-

- ◆ community planning
- ◆ employability
- ◆ council services

4.2. In relation to community planning, activity will focus on two areas:-

- ◆ community priorities identified through the Neighbourhood Planning process in South Lanarkshire's most deprived areas (appendix A provides an update on where the Neighbourhood Planning approach will be rolled out)
- ◆ priorities within South Lanarkshire's Community Plan such as access to training and fair work; food poverty; digital inclusion; affordable travel and fuel poverty with the potential to support projects and activity across South Lanarkshire

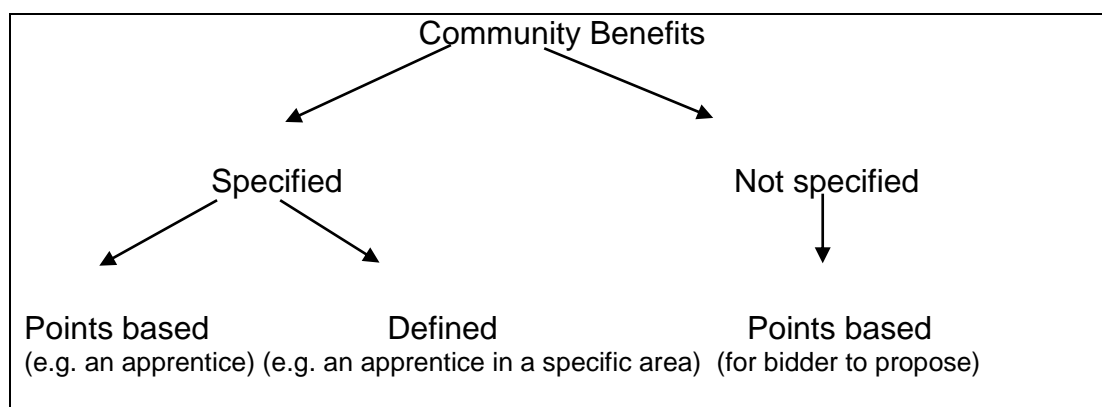
4.3. Officers from Procurement, Resources, the Employability Team and Community Participation and Empowerment Team (CPET) will work together to identify and prioritise opportunities for community benefits through regular reviews of the procurement 2 year wave plan outlining future activity.

4.4. Community Benefit options identified from the review will then be matched to future contracts. Working in this way will enable a stronger alignment of the Community Benefits process to Community Planning and the overarching objective to tackle poverty and inequality.

- 4.5. A further route to identifying community benefits will focus on the employability benefits that can be obtained including those opportunities for modern apprenticeships, work experience, targeted training and employment opportunities, primarily focused on under-represented groups and disadvantaged communities.
- 4.6. Further opportunities may also be identified by Council services who, for example, may have engaged with local communities on specific projects (e.g. local housing).

5. Procurement Activity

- 5.1. It is important to ensure the level of community benefits to be obtained from procurement activity are proportionate to the contract. To ensure this happens, a points system will be adopted with the number of points based on the value and duration of the contract. A longer term contract with a higher value would be allocated a higher number of points and would therefore be expected to provide a higher level of community benefits.
- 5.2. In terms of the types of community benefits offered, the Council can either specify particular benefits required from a contract, allow the bidder discretion on the benefits offered, or opt for a combination of both. The available routes are illustrated below:-



- 5.3. For identifying community benefits that are points based, a menu of community benefits has been prepared including training and employment opportunities, poverty initiatives, use of local small and medium enterprises (SMEs) and social enterprises (full list in Appendix B). Under the menu, each type of community benefit has been allocated a number of points that would be assigned to an appropriate contract based on the overall points determined by the value and duration (as explained at 5.1).
- 5.4. It is the intention for community benefit bids to be scored based on a minimum weighting of 10% in the quality bid of the tender, an increase from the current minimum weighting of 5% (i.e. 10% of the weighting applied to the quality score will be allocated to community benefits). Increasing the minimum weighting is seen as an additional way of highlighting the significance of community benefits in tendering activity and incentivising bidder behaviour.
- 5.5. A failure to provide community benefits would not necessarily result in a bid being excluded, however, the score would be included in the overall assessment of the quality bid and may affect the likelihood of a successful outcome for the bidder.

- 5.6. In order to extend the potential benefits to be sought through the community benefit procurement process, it is the intention for all regulated tenders (in excess of £50,000 for services/supplies and £2million for works) to request community benefits. This should further increase the scope to generate additional community benefits by bringing into scope a greater number of contracts through lowering the value threshold.

6. Monitoring and Reporting Community Benefits

- 6.1. Community benefits are currently monitored through the Council's contract performance appraisal process, however, an improved approach to monitoring and reporting will be required to ensure returns are maximised.
- 6.2. A proposal has been considered from Wildcat applications to provide a web based community benefit monitoring tool (called Cenefits) and is considered to offer advantages in monitoring and reporting. The system, expected to be operational from April 2020, will provide a number of improvements to the community benefit process including:-
- ◆ improving the delivery of community benefits through effective monitoring arrangements
 - ◆ enhancing the reporting capability
 - ◆ ensuring a consistency of approach in reporting across contracts
- 6.3. The annual procurement report provided to Finance and Corporate Resources Committee currently summarises the community benefits delivered from contracts awarded. This would continue as the means of reporting community benefits to this Committee.

7. Employee Implications

- 7.1. Additional guidance for Procurement and operational staff is currently being developed and will be rolled out before the planned go live date in April 2020.
- 7.2. Staff resources across Council services will be required to implement the community benefit procurement process and monitoring system, with the impact kept under review.

8. Financial Implications

- 8.1. The costs of implementing the monitoring system (Cenefits), excluding the ten licences which will be funded by City Deal, is estimated at £4,800 annually and would be funded by Finance and Corporate Resources from existing resources.

9. Other Implications (Including Environmental and Risk Issues)

- 9.1. There is a risk that the Council is not maximising the opportunities for community benefits available from contractors and the actions outlined in the report provide a significant level of mitigation.
- 9.2. Should the level of community benefits being sought from procurement activity be excessive, there is the potential for contract costs to increase. However, this risk is minimised by requesting a level of community benefits that are proportionate to the value and duration of the contract. In addition, any costs passed on to the Council to cover the provision of community benefits are at a bidder's commercial risk.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. There is no requirement to carry out an equality impact assessment in terms of the proposals contained within this report.
- 10.2. Consultation with the Procurement Network, the Community Participation and Empowerment Team and Community and Enterprise Resources (Tackling Poverty) has taken place in the preparation of this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

15 November 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Craig Fergusson, Head of Finance (Transactions)

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Neighbourhood Planning Areas

1. Background
 - 1.1. In October 2017 the South Lanarkshire Community Planning Partnership Board agreed to test a new collective approach to tackling local inequalities and improving the lives of local people.
 - 1.2. This work is being undertaken in the context of Scottish Government legislation (The Community Empowerment (Scotland) Act 2015) requiring Community Planning Partnerships to develop Locality Plans for areas where outcomes are poorest (known as Neighbourhood Plans).
2. Target Areas
 - 2.1. The table below sets out the communities where the Neighbourhood Planning approach will be rolled out.

| Phase | Target Communities | Update |
|-------------|---|--|
| Pilot Phase | Hillhouse, Udston and Burnbank | Neighbourhood Plan and local stakeholders group in place |
| | Strutherhill and Birkenshaw | Neighbourhood Plan and local stakeholders group in place |
| | Whitlawburn and Springhall | Neighbourhood Plan and local stakeholders group in place |
| Phase 2 | Burnhill | Community engagement and capacity building underway to identify local priorities and establish local stakeholders group to produce Neighbourhood Plan during 2019/20 |
| | Halfway | Community engagement and capacity building underway to identify local priorities and establish local stakeholders group to produce Neighbourhood Plan during 2019/20 |
| | Auchinraith, Blantyre, High Blantyre, Springwells | Community engagement and capacity building under way to progress previously identified local priorities |
| | Fairhill | Community engagement and capacity building underway to identify local priorities and establish local stakeholders group to produce Neighbourhood Plan during 2019/20 |

| | | |
|---------|--------------------------|--|
| Phase 3 | Fernhill | Community engagement and capacity building under way and will develop to identify local priorities and establish local stakeholders group in 20/21 |
| | Whitehill | Work to commence in 2020/21 |
| | Eddlewood and Low Waters | Work to commence in 2020/21 |

Community Benefits Menu

| Ref | Type | Description | CB points |
|-----|---|---|---|
| 1 | Targeted Recruitment and Training | Offering training, apprenticeships, jobs or work experience as part of a contract | 20 points per placement |
| 2 | Supply Chain Initiatives | Offering Small and Medium Enterprises and Voluntary Sector organisations opportunities to provide goods and/or services as part of a contract. | 10 points per SME |
| 3 | Use of Local SME's | Awarding sub-contracts for supplies, services or works to local (South Lanarkshire) based small to medium size businesses. | 20 points per contract awarded |
| 4 | Social Enterprise and Supported Business | Where a social enterprise or supported business can either be established to service a contract, or where existing can be supported to deliver on part of a contract. | 15 points per contract |
| 5 | Community Consultation | Giving the local community an opportunity to express an opinion and possibly influence the design and delivery of a project in an area. | 10 points per consultation |
| 6 | Poverty Initiatives | Providing support to existing or new initiatives designed to support those in poverty. | 20 points per offering |
| 7 | Young Person Engagement | Giving young people in the area an opportunity to engage in a project. The engagement can range from young people learning about a project to giving them the opportunity to shape and influence a project thus giving them more say in and connection to the future of their area. | 10 points per offering |
| 8 | Educational Support | Giving school children an opportunity to learn about a project by providing educational presentations or arranging school visits. | 10 points per presentation or visit offered |
| 9 | Community Endowment Fund/Development Trust | Where a financial sum may be made available to implement projects that the community considers to be a priority. This often ensures ownership, participation and support at a very local level. | 10 points per sum offered |
| 10 | Public Art Projects | A tangible project that a community can focus on and be involved in either as a standalone activity or part of a wider regeneration initiative. | 10 points per project |

| Ref | Type | Description | CB points |
|-----|--------------------------------|---|--------------------------------------|
| 11 | Local Events | Local ownership of a project or service. | 10 points per project |
| 12 | Physical Infrastructure | Often delivered by the private sector as part of a Section 75 agreement in relation to a planning consent. Examples would be infrastructure required to enable a new development to be implemented for example roads and footpath/cycleway improvements, schools and libraries and play areas and open space. | 10 points per offering |
| 13 | Local Sponsorship | Private companies are often asked to sponsor organisations local to the area in which they are developing/delivering a service. | 10 points per sponsorship offered |
| 14 | Mentoring | Private sector suppliers can offer support, normally as part of their Corporate Responsibility activity, where they can offer support and guidance to local organisations and individuals. | 10 points per organisation supported |
| 15 | Other | Any other relevant benefit as a direct result of the award of the tender. | 5 points |

Report

15

Report to: **Finance and Corporate Resources Committee**
 Date of Meeting: **11 December 2019**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Notification of Contracts Awarded**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide notification in line with Standing Orders on Contracts to Committee of contracts awarded by Finance and Corporate Resources during the period 1 April 2019 to 30 September 2019

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 April 2019 to 30 September 2019, 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. Other Implications (Including Environmental and Risk Issues)

7.1. There are no direct risks or implications for sustainability in terms of the information contained in this report.

8. Equality Impact Assessment and Consultation Arrangements

8.1. This report does not introduce a new policy, function or strategy nor 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 this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

29 October 2019

Link(s) to Council Values/Ambitions/Objectives

- ♦ Value: Accountable, effective, efficient and transparent

Previous References

- ♦ Finance and Corporate Resources – 8 May 2019

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:-

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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) |
|--|---------------------------|---------------|--|
| NORTHGATE INFORMATION SOLUTIONS UK LTD | £765,988 | 01/04/19 | Northgate Orbis maintenance - Negotiated Contract - 01/04/19 to 31/03/23 |
| CHG-MERIDIAN UK LTD | £59,745 | 01/04/19 | IT Equipment Lease – Mini Competition - 01/04/19 to 31/03/20 Treasury Management Consultancy Framework |
| COMPUTACENTER (UK) LTD | £1,837,047 | 01/05/19 | Server and Storage Supply and Support - Negotiated contract – 01/05/19 to 31/12/21 (no extension) |
| CRITIQUOM LTD | £2,683,956 | 20/05/19 | Postal Goods and Services (RM1063) - Direct Award - Lot 3 Hybrid Mail - Offsite Solution 01/06/19 to 31/05/23 |
| ROUTES TO WORK SOUTH | £118,341 | 21/05/19 | Mini Competition for Connect2 Programme from Employability Support Services Framework – 21/05/19 to 31/03/20 (no extension) |
| ROYAL MAIL | £50,000 | 24/05/19 | Scottish Government Postal Services Framework (SP-15-014) – Direct Award - Lot 1 - Physical and Hybrid Mail 03/06/19 to 02/06/23 |
| SOUTH LANARKSHIRE COLLEGE | £186,009 | 31/05/19 | Mini Competition for Inclusiveness from Employability for Support Services Framework – 31/05/19 to 31/03/20 (no extension) |
| SOUTH LANARKSHIRE COLLEGE | £186,009 | 04/06/19 | Mini Competition for The Rural Academy from Employability Support Services Framework – 04/06/19 to 31/03/20 (no extension) |
| ZURICH INSURANCE PLC | £4,377,710 | 17/07/19 | Homeowners Building Insurance (Right to Buy) – Open Tender - 01/10/19 to 30/09/23 with option to extend 12 months |
| EDENRED (UK GROUP) LTD | £160,000 | 27/08/19 | Reward and Recognition Voucher Scheme – Direct Award - 19/08/19 to 11/08/23 |

| Name of Successful Tenderer | Value of Contract Awarded | Date of Award | Brief Description (include period of contract) |
|------------------------------------|----------------------------------|----------------------|--|
| TOTALMOBILE LTD | £1,534,248 | 27/08/19 | Home Care Workforce Scheduling - Direct Award – 02/09/19 to 01/09/21 |
| ENTITLEDTO LTD | £52,800 | 11/09/19 | Extension: Crown Commercial Service (CCS) RM1557ix Framework Agreement, G-Cloud 9, Lot 2 Cloud Software for an Online Benefits Calculator – Direct Award - 01/08/2017 to 31/07/19 with option to extend until 31/07/21 |
| IDOX SOFTWARE LTD | £880,000 | 23/09/19 | Printing and Issue of Postal Votes, Printing of Ballot Papers and Postal Vote Management System (PVMS) for Elections - Mini Competition from CCS data solution framework – 01/10/19 to 30/09/26 |

Report

16

| | |
|------------------|---|
| Report to: | Finance and Corporate Resources Committee |
| Date of Meeting: | 11 December 2019 |
| Report by: | Executive Director (Finance and Corporate Resources) |

| | |
|----------|--|
| Subject: | Update of the Finance and Corporate Resources Risk Register and Risk Control Plan |
|----------|--|

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present an update on the Risk Register and Risk Control actions for Finance and Corporate Resources

2. Recommendation(s)

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

- (1) that the contents of the Resource Risk Register be noted; and
- (2) that it be noted that the outstanding Risk Control Actions will be progressed by relevant officers.

3. Background

- 3.1. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes. The strategy requires Resources to record and review risks and control actions regularly. Finance and Corporate Resources follow the guidance in developing, monitoring and updating the risk register on an ongoing basis.
- 3.2. The purpose of the register is to ensure that the Resource is fully aware of its top risks, that these risks are prioritised, and that controls are in place to eliminate or minimise the impact of the risks.
- 3.3. The Resource scores the risks in accordance with the Council scoring mechanism, based on likelihood and impact. This results in risks being scored between one and nine (low – high).
- 3.4. Risks are scored on their inherent score (risk if we do nothing) and their residual risk (risk after applying controls).
- 3.5. The last update of the Finance and Corporate Resources Risk Register was reported to the Finance and Corporate Resources Committee on 20 February 2019.
- 3.6. The Council's Top Risk Register and Risk Control Plan has been reviewed. This work was completed in July 2019.
- 3.7. The Central Risk Management Team annually review Resource compliance with the Risk Management Strategy. The outcome of the 2018/2019 review, detailed in the Year End Risk Management Report, identified that Finance and Corporate Resources had achieved 100 per cent compliance, scoring 42 out of a possible 42.

4. Resource Risk Management Group

- 4.1. Each Resource has a Resource Risk Management Group which has responsibility for the promotion and management of risk.
- 4.2. The Finance and Corporate Resources Risk Management Group continues to meet on a quarterly basis.
- 4.3. The work of the Group over the last year has focused on the review and update of the Resource Risk Register and ensuring that the Register reflected the Council Plan and individual Service Plans.

5. Risk Register

- 5.1. Work has been completed by the Resource Risk Group to finalise the review of the Resource Risk Register. The update concentrated on risks at a Service level, as well as strategic Council risks.
- 5.2. The Resource Risk Register will be monitored on an ongoing basis to allow new risks to be added and for the control measures and scores of the existing risks to be reviewed in light of new information.
- 5.3. Risks can result from internal or external influences, with examples being the impact of projected funding cuts, legislative changes and the impact of internal service changes.
- 5.4. The development process for the Resource Plan requires a risk assessment process to be undertaken as appropriate resulting in some actions within the Resource Plan having a corresponding risk identified within the risk register.
- 5.5. The main changes to the risk register are summarised below:-
 - ◆ the residual risk score for the risk 'The Council is significantly affected by the impact of the UK leaving the European Union' has been increased from seven to eight due to the perceived greater likelihood of a no deal Brexit
 - ◆ the residual risk score for 'Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness' has been reduced from seven to four. The change in this risk score is reflective of the recent positive 'Best Value Audit' report which concluded that 'the Council demonstrates strong leadership, has a good approach to the way it manages its finances and has delivered improvements to many services'
 - ◆ the risk wording and the residual risk score for the Community Planning risk has been changed. The key risk now reads 'Failure to achieve the outcomes of the Community Plan' and the residual risk score has been reduced to five to reflect successful partnership working
 - ◆ risk descriptions, scores, controls and actions have been updated as required
- 5.6. Risks scored seven to nine are considered to be high risks and these are monitored closely. The top risks identified for the Resource, that is those that are residually scored as being high, are attached at Appendix One.
- 5.7. A clear link has been made to the Council's top risks. Top rankings and Resource specific risk implications are noted within the Appendix.
- 5.8. Risks evaluated residually as being medium or low risk will be monitored to ensure that they continue to be adequately managed.

6. Insurance Hotspots

- 6.1. A review of claims carried out for the period 1 April 2014 to 31 December 2016 identified that there were no hotspot areas for Finance and Corporate Resources.
- 6.2. A fresh review of up to date claims data will be undertaken during 2019/2020, to identify any new claims trends or hotspot areas.

7. Scope and Appetite for Risk

- 7.1. South Lanarkshire Council aims to be risk embracing, that is it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.
- 7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a high residual risk exposure as this would indicate instability but a low residual risk exposure should also be avoided as this indicates lack of innovation.
- 7.3. South Lanarkshire Council's ideal risk exposure should be consistent with an acceptable tolerance of:-
- ◆ No more than 20 per cent of residual risks at a high level
 - ◆ Around 40 per cent to 50 per cent of residual risks at a medium level
 - ◆ Around 30 per cent to 40 per cent of residual risks at a low level
- 7.4. Finance and Corporate Resources risk exposure is detailed in Table One below:-

Table One – Finance and Corporate Resources Risk Exposure

| Residual risk score | Number of risks | Percentage of risks |
|----------------------------|------------------------|----------------------------|
| High (7, 8 or 9) | 4 | 6.0% |
| Medium (4, 5, or 6) | 34 | 50.7% |
| Low (1, 2, or 3) | 29 | 43.3% |
| | 67 | 100.0% |

- 7.5. Table One shows that Finance and Corporate Resources risk exposure is broadly in line with the ideal profile outlined at 7.3 above.
- 7.6. Finance and Corporate Resources has ensured that all inherent risks scored at a high level have cost effective control measures in place. Where further control measures are required, these are included within the Resource Risk Control Plan.

8. Risk Control Actions

- 8.1. There were no risk control actions due for delivery between April and September 2019. There are currently 19 risk control actions due for completion during the remainder of 2019/2020, and two actions due for completion in 2020/2021. These actions will be progressed by the relevant officers.
- 8.2. All actions due for completion during 2018/2019 have been completed. One hundred per cent of these risk control actions were completed on time against an overall Resource target of 90 per cent.
- 8.3. Details of the completion of risk control actions during 2018/2019 and 2019/2020 to date are contained in Table Two below.

Table Two – Completion of risk control actions

| | 2018/19 | 2019/20 (as at 31 August 2018) |
|--|---------|--------------------------------------|
| Total number of actions due | 8 | 0 |
| Completed on time | 8 | 0 |
| Completed late | 0 | 0 |
| Outstanding (due to be completed at a later date) | 0 | 19 |

- 8.4. Progress with completion of the Resource's Risk Control Actions is monitored on a monthly basis by the Central Risk Management Team. This is also reviewed by the Resource Risk Group.

9. Major Projects, Partnerships or Change

- 9.1. Within Finance and Corporate Resources three partnerships have been identified. One of these is considered to be high risk, the Community Planning Partnership (CPP). The remaining two partnerships have been assessed as being low risk.
- 9.2. Appropriate risk management arrangements are in place for the CPP. The CPP's current risk register will be reviewed and updated by the end of March 2020, with the outcome reported to the CPP Board.

10. Next Steps

- 10.1. The Resource Risk Management Group will continue to meet on a quarterly basis. The Risk Register will be reviewed on an ongoing basis by the Group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided to Committee on an annual basis.

11. Employee Implications

- 11.1. Time will be required by the Resource Risk Management Group in the management of the Resource Risk Register and Risk Control Plan.

12. Financial Implications

- 12.1. During the year, if any new initiatives are identified which would help mitigate any particular risk faced by the Resource, some financial assistance may be available from the Risk Management Fund. This is managed through a bid being submitted and assessed against set criteria.

13. Other Implications (Including Environmental and Risk Issues)

- 13.1. Failure to demonstrate that risk is actively considered and managed can not only lead to avoidable financial loss but could also affect delivery of services and could affect the Resources' reputation.
- 13.2. There are no implications for sustainability in terms of the information contained in this report.

14. Equality Impact Assessment and Consultation Arrangements

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

- 14.2. Consultation on the content of this report has been undertaken with members of the Finance and Corporate Resources Risk Management Group.

Paul Manning

Executive Director (Finance and Corporate Resources)

11 November 2019

Link(s) to Council Values/Ambitions/, Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Report to Finance and Corporate Resources Committee – 20 February 2019 – Update of Finance and Corporate Resources Risk Register and Risk Control Plan

List of Background Papers

- ◆ None

Contact for Further Information

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

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Finance and Corporate Resources Risk Register (as at September 2019)

Extract of risks with residual score seven, eight and nine

| Risk | Inherent score | Sample of controls | Residual score |
|---|----------------|---|----------------|
| <p>Reduction in external funding and fees/income received by the Council, as well as increased demand for services, results in savings difficulties</p> <p>(Council top risk)</p> <ul style="list-style-type: none"> • Failure to achieve Resource savings targets • Failure to collect Council Tax | 9 | <ul style="list-style-type: none"> • An embedded and systematic approach to savings identification • Robust processes in place to report annual budget and Council Tax proposals to Elected Members • Council's long term financial strategy includes scenario planning | 8 |
| <p>The Council is significantly affected by the impact of the UK leaving the European Union</p> <p>(Council top risk)</p> <ul style="list-style-type: none"> • Funding and finance (e.g. EU Funding; Economic changes; and increased costs) • Workforce and employment (e.g. loss of available workforce, skills shortages) • Procurement and trade (e.g. availability of imported goods; supplier bases affected) • Legislation (e.g. changes in laws covering the environment; procurement) | 9 | <ul style="list-style-type: none"> • The HM Treasury has provided assurances around the current EU funded programme for all projects with a signed agreement in place prior to UK leaving the EU • Council Resources have familiarised themselves with the content of the no-deal technical papers produced by the UK Government and reviewed their contingency plans to ensure that they are sufficiently robust to deal with any significant negative impact that may arise from the UK leaving the EU. • The Council's Economic Development Service provides support to businesses within the South Lanarkshire area. | 8 |

| Risk | Inherent score | Sample of controls | Residual score |
|---|----------------|---|----------------|
| <p>Information governance not subject to adequate control</p> <p>(Council top risk)</p> <ul style="list-style-type: none"> • Ineffective record management practices could lead to data breaches | 9 | <ul style="list-style-type: none"> • Awareness raising • Information Governance Group in place • Information Governance Strategy | 7 |
| <p>Fraud, theft, organised crime and cyber attacks</p> <p>(Council top risk)</p> <ul style="list-style-type: none"> • Fraudulent/duplicate payments to third parties • Cyber/Malware attacks • Procurement processes fail to identify suppliers with links to serious organised crime • Inadequate/ineffective fraud controls | 9 | <ul style="list-style-type: none"> • Anti-Fraud and Corruption Strategy • Updated whistle-blowing procedures • Cyber security and information security training • The Council has in place a technical IT infrastructure that provides information security protocols in line with industry best practice. This is subject to regular independent review to ensure its continued effectiveness. | 7 |

Report

17

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|------------------|---|
| Report to: | Finance and Corporate Resources Committee |
| Date of Meeting: | 11 December 2019 |
| 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 April 2019 to 30 September 2019

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 April 2019 to 30 September 2019 be noted.

3. Background

3.1. The Council analyses the number of employees being released through early retirement and voluntary severance and all of the associated costs. 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 from 1 April 2019 to 30 September 2019.

4. Current Position

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

- 4.1. During the period 1 employee was granted early retirement on the grounds of efficiency of the service, this was the result of a service specific review as shown on the table overleaf.
- 4.2. Voluntary severance is dealt with by way of a discretionary payment that can be granted in situations where an employee is not eligible to retire under the Local Government Pension Scheme regulations due to their age or length of service; is not a member of the Local Government Pension Scheme, or where, in exceptional circumstances, an employee has reached retirement age and where a severance payment would be more beneficial than the award of Compensatory Added Years.

| No. of employees | One- off costs | Annual Costs | Net Annual Savings* |
|-------------------------|-----------------------|---------------------|----------------------------|
| 1 | £24,108.93 | £4,881.09 | £86,761.03 |

*Net annual savings taking account of annual costs. Costs detailed include capitalisation costs.

4.3. Trend Analysis

| Annual Period | 1/4/14-31/3/15 | 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 – 30/9/19* |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|--------------------------|
| No. of Early Retirements/ Voluntary Severances | 35 | 9 | 4 | 12 | 0 | 1 |

*denotes 6 month period

- 4.4. During the period 1 April 2019 to 30 September 2019, 1 employee was granted early retirement or voluntary severance as a result of a service specific review. This is an increase in comparison to the number of early retirements approved between 1 April 2018 and 31 March 2019.

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 from 1 April 2019 to 30 September 2019, 26 requests were made for ill health retirement and the following retirements were approved:-

| Resource | No. of Early Retirements on ill health grounds |
|--------------------------|---|
| Community and Enterprise | 4 |
| Education | 6 |
| Finance and Corporate | 2 |
| Housing and Technical | 4 |
| Social Work | 5 |
| Total | 21 |

- 5.2. The Local Government Pension Scheme 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, 21 ill health retirements were granted under the provisions of tier 1 and tier 2 of the Local Government Pension Scheme and the Scottish Teachers' Pension Scheme and 5 resulted in no award being granted.

5.4. 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 – 30/9/19* |
|--------------------------------------|-----------------------|-----------------------|-------------------------|-------------------------|--------------------------|
| No. of ill-health retirements | 12 | 28 | 37 | 46 | 21 |

*denotes 6 month period

- 5.5. During the period 1 April 2018 to 31 March 2019, the number of ill health retirements granted increased by 9 compared to the previous year, due to an increase in employees meeting the criteria. Based on the figure of 21 for the period 1 April to 30 September 2019, it is anticipated that the annual figure for 1 April 2019 to 31 March 2020 is likely to decrease compared to the previous year.

6. Re-employment of Early Retirees

- 6.1. The re-employment of those who have been granted early retirement is monitored and approved within Personnel Services, Finance and Corporate Resources. During the 6 month period from 1 April 2019 to 30 September 2019, 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, Finance and Corporate Resources. During the 6 month period from 1 April 2019 to 30 September 2019, 26 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/Education * | 7 | 0 | 7 |
| Finance and Corporate | 3 | 4 | 7 |
| Housing and Technical | 7 | 1 | 8 |
| Social Work | 4 | 0 | 4 |
| TOTALS | 21 | 5 | 26 |

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

- 7.2. This figure is a decrease compared to the previous 6 month period. Of the 21 employees and 5 Modern Apprentices redeployed within the period, 20 were placed in permanent roles and the remaining 6 in fixed term roles. In line with the Switch 2 policy, those individuals placed on a fixed term basis will continue to be matched to permanent posts as they become available.

7.3. Annual Trend Analysis

| Annual Period | 1/4/15-31/3/16 | 1/4/16-31/3/17 | 1/04/17–31/03/18 | 1/4/18 – 31/03/19 | 1/4/19–30/09/19* |
|--------------------------------|-----------------------|-----------------------|-------------------------|--------------------------|-------------------------|
| No. of Switch 2 matches | 39 | 113 | 102 | 71 | 26 |

*denotes 6 month period

- 7.4. During the period 1 April 2018 to 31 March 2019, the number of employees re-deployed decreased by 31 compared to the previous year. Based on the figure of 26 for the period 1 April 2019 to 30 September 2019, it is anticipated that the annual figure for 1 April 2019 to 31 March 2020 is likely to decrease compared to the previous year.

8. Flexible Retirement

- 8.1. The approval of those who have been granted flexible retirement is monitored within Personnel Services, Finance and Corporate Resources. During the 6 month period, 94 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 for Teaching Staff, these have been broken down in the table below. These are two options which 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 | 17 | |
| Education | 15 | 23 |
| Finance and Corporate | 5 | |
| Housing and Technical | 18 | |
| Social Work | 16 | |
| Total | | 94 |

- 8.3. During the 6 month period, the average age of employees granted flexible retirement was 61 years which is a decrease of 1 year when compared to the previous 6 month period.

8.4. Annual Trend Analysis

| Annual Period | 1/4/15-31/3/16 | 1/4/16-31/3/17 | 1/04/17-31/03/18 | 1/4/18 – 31/03/19 | 1/4/19–30/09/19* |
|-----------------------------------|----------------|----------------|------------------|-------------------|------------------|
| No. of Flexible Retirement | 94 | 118 | 159 | 141 | 94* |

*denotes 6 month period

- 8.5. During the period 1 April 2018 to 31 March 2019, the number of flexible retirements decreased by 18 compared to the previous year. Based on the figure of 94 for the period 1 April to 30 September 2019, it is anticipated that the annual figure for 1 April 2019 to 31 March 2020 is likely to increase compared to the previous year.
- 8.6. Flexible retirement refusals are monitored within Personnel Services, Finance and Corporate Resources and no requests were declined during this period.

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. The costs incurred in relation to the Early Retirement / Voluntary Severance granted in the period 1 April 2019 to 30 September 2019 were provided for in the reported outturn position for 2018/2019.

11. Other Implications (Including Environmental and Risk Issues)

- 11.1. 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.
- 11.2. There are no sustainability implications as a result of this report.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. 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.
- 12.2. All releases were in line with agreed policies and procedures; therefore no further consultation was required.

Paul Manning

Executive Director (Finance and Corporate Resources)

19 November 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Excellent employer
- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Finance and Corporate Resources - 8 May 2019

List of Background Papers

- ◆ None

Contact for Further Information

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

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