



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 20 April 2021

Dear Councillor

## **Executive Committee**

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

**Date:** Wednesday, 28 April 2021  
**Time:** 10:00  
**Venue:** By Microsoft Teams,

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

Yours sincerely

**Cleland Sneddon**  
**Chief Executive**

### **Members**

John Ross (Chair/ex officio), Maureen Chalmers (Depute Chair), Alex Allison, John Anderson, John Bradley, Robert Brown, Stephanie Callaghan, Gerry Convery, Margaret Cooper, Poppy Corbett, Peter Craig, Maureen Devlin, Isobel Dorman, Joe Fagan, Allan Falconer, Lynsey Hamilton, Eileen Logan, Katy Loudon, Joe Lowe, Monique McAdams, Kenny McCreary, Jim McGuigan, Gladys Miller, Lynne Nailon, Richard Nelson, David Shearer, Jim Wardhaugh, Josh Wilson

### **Substitutes**

Andy Carmichael, George Greenshields, Ian Harrow, Graeme Horne, Mark Horsham, Martin Grant Hose, Ann Le Blond, Richard Lockhart, Hugh Macdonald, Catherine McClymont, Mark McGeever, Graham Scott, Collette Stevenson, Margaret B Walker, David Watson

## BUSINESS

### 1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 3 - 12  
Minutes of the meeting of the Executive Committee held on 10 March 2021 submitted for approval as a correct record. (Copy attached)

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#### Monitoring Item(s)

- 3 **Capital Programme 2020/2021 - Monitoring for Period 12 1 April 2020 to 26 February 2021** 13 - 24  
Report dated 1 April 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Revenue Budget Monitoring for Period 12 - 1 April 2020 to 26 February 2021 and Probable Outturn** 25 - 42  
Report dated 23 March 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Additional Funding from Scottish Government and Other External Sources** 43 - 46  
Report dated 23 March 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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#### Item(s) for Decision

- 6 **Resource Plans and Connect Reporting 2021/2022** 47 - 130  
Report dated 25 March 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Live Streaming of Committee and Council Meetings** 131 - 136  
Report dated 31 March 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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#### Item(s) for Noting

- 8 **Revenue Budget and Level of Local Taxation 2021/2022 - Local Government Finance (Scotland) Order 2021** 137 - 140  
Report dated 25 March 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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#### Urgent Business

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

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

Clerk Name: Pauline MacRae/Lynn Paterson

Clerk Telephone: 01698 45 4108/4669

Clerk Email: pauline.macrae@southlanarkshire.gov.uk

## EXECUTIVE COMMITTEE

2

Minutes of meeting held via Microsoft Teams on 10 March 2021

### Chair:

Councillor John Ross

### Councillors Present:

Councillor Alex Allison, Councillor John Anderson, Councillor John Bradley, Councillor Robert Brown, Councillor Stephanie Callaghan, Councillor Maureen Chalmers (Depute), Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Poppy Corbett, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Isobel Dorman, Councillor Joe Fagan, Councillor Allan Falconer, Councillor Lynsey Hamilton, Councillor Eileen Logan, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Monique McAdams, Councillor Kenny McCreary, Councillor Jim McGuigan, Councillor Gladys Miller, Councillor Lynne Nailon, Councillor Richard Nelson, Councillor David Shearer, Councillor Jim Wardhaugh, Councillor Josh Wilson

### Attending:

#### Chief Executive's Service

C Sneddon, Chief Executive

#### Community and Enterprise Resources

M McGlynn, Executive Director

#### Education Resources

T McDaid, Executive Director; C McKenzie, Head of Education (Broad General Education)

#### Finance and Corporate Resources

P Manning, Executive Director; T Little, Head of Communications and Strategy; P MacRae, Administration Adviser; G McCann, Head of Administration and Legal Services; K McLeod, Administration Assistant; N Reid, Improvement and Community Planning Manager

#### Housing and Technical Resources

D Lowe, Executive Director

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

V de Souza, Director

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### 1 Declaration of Interests

No interests were declared.

Councillor Brown requested and received an update on progress in making recordings of Council and Committee meetings publicly available.

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### 2 Minutes of Previous Meeting

The minutes of the meeting of the Executive Committee held on 10 February 2021 were submitted for approval as a correct record.

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

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### 3 Minutes of Special Meeting

The minutes of the special meeting of the Executive Committee held on 24 February 2021 were submitted for approval as a correct record.

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

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#### **4 Capital Programme 2020/2021 – Monitoring for Period 11 – 1 April 2020 to 29 January 2021**

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A report dated 17 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the progress at 29 January 2021 of the various capital programmes.

At its meeting on 10 February 2021, the Committee had approved a General Fund Capital Programme totalling £80.648 million and noted the Housing Capital Programme of £48.172 million. No new adjustments were proposed for either the General Fund or the Housing Capital Programme.

The capital programme currently included an element of budget for capital costs associated with COVID-19, estimated at £7.891 million. Current estimates were anticipated at £6.600 million and included £4.600 million of costs from Property Services. In terms of the Resource position, removing the budget and costs associated with COVID-19, Housing and Technical Resources suggested an outturn of £65.700 million. Against the budget of £72.757 million, excluding the budget of £7.891million for COVID-19, this outturn meant an underspend across Resources of £7 million. The majority of the total £7 million outturn variance was due to the timing of the spend. Details of the main projects responsible for the underspend which would now complete in 2021/2022 were given in Appendix 3 to the report, together with anticipated completion dates.

In terms of the Housing Capital Programme, current estimates from Housing and Technical Resources suggested an outturn on budget of £48.172 million.

At 29 January 2021, £45.575 million had been spent on the General Fund Capital Programme and £31.578 million had been spent on the Housing Capital Programme.

The programme spend and funding for the General Fund for the period to 29 January 2021 was detailed in Appendices 1 to 3 to the report. Details of the position for the Housing Capital Programme at 29 January 2021 were provided in Appendix 4 to the report.

Officers responded to a member's question on land purchase for cemetery provision.

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

- (1) that the period 11 position of the General Fund Capital Programme, as detailed in Appendices 1 to 3 to the report, and the Housing Capital Programme, as detailed in Appendix 4 to the report, be noted; and
- (2) that the revised programmes be monitored by the Financial Resources Scrutiny Forum.

*[Reference: Minutes of 10 February 2021 (Paragraph 4)]*

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#### **5 Revenue Budget Monitoring for Period 11 - 1 April 2020 to 29 January 2021 and Probable Outturn**

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A report dated 11 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on the 2020/2021 Revenue Budget for the General Fund and the Housing Revenue Account for the period 1 April 2020 to 29 January 2021, taking account of the financial implications of the COVID-19 pandemic and a projection for the year to 31 March 2021.

Details of the COVID-19 pressures across Resources were included in Appendix 1 to the report. In terms of the 2020/2021 COVID probable outturn, while the costs associated with COVID across Resources had been refined, the net cost of COVID remained at the previously reported figure of £4.657 million. The revised shortfall due to COVID, after funding of £2.755 million for lost income, amounted to £1.902 million.

The potential to use Revenue COVID funds to cover some additional COVID costs, currently absorbed within the capital account, would continue to be monitored.

The probable outturn position on the General Fund Revenue Account, including the COVID shortfall of £1.902 million, showed a forecast underspend of £25.124 million before transfers to reserves totalling £24.863 million. After taking account of the transfers to reserves, as detailed in Appendix 4 to the report, the outturn position was an underspend of £0.261 million, as detailed in Appendix 3a to the report.

The forecast underspend position after transfers to reserves, excluding the COVID shortfall, of £2.163 million reflected an over recovery of council tax. This was partially offset by an overspend on the Resources' position and an overspend on Corporate Items – Non- COVID.

At 29 January 2021, the figures showed the position on the General Fund Revenue Account, including COVID-19 spend and funding and assuming approval of the proposed transfers to reserves, as an underspend of £2.213 million. At 29 January 2021, the Housing Revenue Account showed a breakeven position and the forecast to 31 March 2021 on the Housing Revenue Account was also a breakeven position.

The Scottish Government had announced that a further £15 million of Flexible Funding would be available to enable authorities to assist individuals during Level 4 lockdown in 2020/2021. This took the total Flexible Fund to £30 million. An update would be provided once the Council's allocation was known.

**The Committee decided:**

- (1) that the previously reported COVID-19 shortfall of £4.657 million, the additional Loss of Income Funding of £2.755 million and the revised COVID-19 shortfall of £1.902 million, be noted;
- (2) that, including Resources, Corporate Items and council tax, the Council's revised outturn underspend of £0.261 million, including the updated COVID shortfall position, be noted;
- (3) that an underspend of £2.213 million on the General Fund Revenue Account, after transfers, as at 29 January 2021 be noted; and
- (4) that the breakeven position on the Housing Revenue Account as at 29 January 2021 and the forecast to 31 March 2021 of breakeven be noted.

*[Reference: Minutes of 10 February 2021 (Paragraph 5)]*

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

A report dated 9 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on additional revenue funding, totalling £10.209 million, and additional capital funding of £0.080 million which had been made available to the Council by the Scottish Government and other external sources.

The funding had been allocated as follows:-

### **Revenue Funding**

<b>Resource</b>	<b>2020/2021 (£m)</b>
<b>Finance and Corporate</b>	5.048
<b>Education</b>	5.161
<b>Total</b>	<b>10.209</b>

### **Capital Funding**

<b>Resource</b>	<b>2020/2021 (£m)</b>
<b>Social Work</b>	0.080
<b>Total</b>	<b>0.080</b>

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

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## **7 Draft Community Wealth Building Strategy**

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A report dated 20 January 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the draft Community Wealth Building Strategy.

Community Wealth Building (CWB) represented an alternative approach to traditional economic development which aimed to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. At a national level, it had been endorsed as an approach by the Scottish Government, with a range of community-led measures for economic development set out in the Programme for Government published on 1 September 2020. COSLA had also indicated its support for CWB as a means of delivery of place based, inclusive growth and had stated that it would work to support local authorities interested in taking forward CWB as a model for economic development.

Building on work undertaken at the end of 2020, officers from across the Council had prepared a draft CWB strategy for South Lanarkshire setting out high level aspirations in relation to CWB. A detailed action plan would be developed to support the delivery of those aspirations over an appropriate time period, estimated at 3 to 5 years.

The draft Strategy committed to:-

- ◆ publication of annual reports on progress
- ◆ development of a dashboard of suitable indicators to track the direction and pace of change

If approved, officers would take forward the draft Community Wealth Building Strategy for discussion with community planning, social enterprise and voluntary sector partners.

There followed a full discussion during which officers responded to members' questions on various aspects of the report and undertook to investigate ways in which local businesses could become involved in bidding for Council contracts.

**The Committee decided:** that the draft Community Wealth Building Strategy, as detailed in Appendix 1 to the report, be approved.

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## 8 Participatory Budgeting

A report dated 1 March 2021 by the Executive Director (Finance and Corporate Resources) was submitted:-

- ◆ providing an update on Participatory Budgeting
- ◆ seeking agreement to progress areas of Participatory Budgeting in due course

At its meeting on 24 June 2020, the Committee agreed that consideration of proposals on Participatory Budgeting be deferred to a future meeting.

The timescales for delivery of Participatory Budgeting were that, by 2021, councils would see 1% of their budgets delivered through Participatory Budgeting. In view of COVID-19 and the impact this had made on councils' ability to meet the 1% Framework Agreement by the end of March 2021, the Convention of Scottish Local Authorities (COSLA) had indicated that it would work with local authorities to review progress, at March 2021, on Participatory Budgeting Activity.

Details were given on:-

- ◆ areas proposed for Participatory Budgeting, contained in Appendix 1 to the report
- ◆ engagement with the community in the proposals for Participatory Budgeting
- ◆ Participatory Budgeting Charter update
- ◆ the role of elected members in Participatory Budgeting

There followed a full discussion during which members raised issues on Participatory Budgeting in relation to:-

- ◆ community engagement
- ◆ diversity of community groups both in type and location
- ◆ the balance between representative and participatory democracy
- ◆ the role of Area Committees

Consideration would also be given to opportunities to build and expand on the current engagement around Environmental Works and Estate Improvements, wherever possible.

### **The Committee decided:**

- (1) that the information be noted; and
- (2) that the Participatory Budgeting areas, as detailed in Appendix 1 to the report, be approved.

*[Reference: Minutes of 24 June 2020 (Paragraph 14)]*

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## 9 Review of Current Parking Management Arrangements

A report dated 21 January 2021 by the Executive Director (Community and Enterprise Resources) was submitted providing an update on the findings of the Member/Officer Working Group established to review current parking management arrangements.

On 15 September 2020, the Community and Enterprise Resources Committee considered a report which provided feedback on the Parking Demand Management Review (PDMR) and a Parking Impact Assessment. The report also recommended reinstatement of all parking charges at previous tariff levels, following suspension due to the COVID-19 pandemic.

The Community and Enterprise Resources Committee had referred the report to a future meeting of the Executive Committee, however, it was also agreed that the report be referred to a future meeting of the Recovery Board prior to the meeting of the Executive Committee.

On 21 October 2020, the Recovery Board agreed that on street parking charges be reinstated, as soon as reasonably practicable, and that a Member/Officer Working Group be established to consider off street parking arrangements.

The purpose of the Member/Officer Working Group was to review current parking arrangements, including charging practices, in relation to:-

- ◆ whether current arrangements remained appropriate
- ◆ whether current arrangements required to be further developed and, if so, in which areas
- ◆ interim arrangements for the reinstatement of off street car parking charges, if considered appropriate

The inaugural meeting of the Member/Officer Working Group was held on 20 November 2020 and the Terms of Reference, attached as Appendix 1 to the report, had been formally approved by the Executive Committee at its meeting on 16 December 2020.

The Group met on 5 occasions and details of the key matters discussed were contained in the report. Overall, it was considered that 11 options merited formal assessment and consideration, and those were detailed in Appendix 2 to the report.

The Group proposed a number of recommendations, as detailed in paragraph 6.10 of the report. Details were given on the timescales for the introduction of the recommendations, if approved, together with an indication of which were to be introduced on a permanent, phased or trial basis.

There followed a full discussion, during which the Committee indicated its support for the recommendations proposed by the Working Group with the exception of the reintroduction of off street parking charges from 1 April 2021. It was proposed that the reintroduction of those charges be deferred until non-essential retail had reopened following Scottish Government guidance on restrictions.

**The Committee decided:**

- (1) that off street parking charges be reintroduced once non essential retail had reopened following Scottish Government guidance on restrictions;
- (2) that “Pay on Foot” be introduced in Duke Street, Hamilton;
- (3) that “Free after 3” parking be introduced in Duke Street, Hamilton;
- (4) that a “One Hour Free” initiative, both on and off street, be introduced in The Village, East Kilbride;
- (5) that RingGo be fully implemented at existing charging locations;
- (6) that a communication plan be developed to demonstrate surplus revenue reinvestment in transportation maintenance and network improvements;
- (7) that opportunities be explored to enhance parking management using Automatic Number Plate Recognition (ANPR) as part of the recently introduced RingGo Cashless Parking Solutions;



- (8) that an approach be made to the Scottish Government, with support of British Parking Association (BPA), Society of Chief Officers of Transportation (SCOTS), and other councils for the implementation of the necessary legislation to allow ANPR enforcement; and
- (9) that officers undertake a local parking review of the Phase 3 town centres.

*[Reference: Minutes of the Executive Committee of 16 December 2020 (Paragraph 8)]*

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## **10 Glasgow City Region City Deal - Stewartfield Way/East Kilbride Sustainable Transport Capacity Enhancements, Strategic Business Case**

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A report dated 25 February 2021 by the Executive Director (Community and Enterprise Resources) was submitted on:-

- ♦ the augmented Strategic Business Case (SBC) for the Stewartfield Way/East Kilbride Sustainable Transport Capacity Enhancement project
- ♦ the next steps in developing and delivering the project

The Council was 1 of 8 local authorities which, together with the UK Government and the Scottish Government, were signatories to the £1.13 billion Glasgow City Region City Deal. The City Deal initiative comprised 20 key projects which were intended to collectively drive economic growth across the City Region.

The proposed Stewartfield Way/East Kilbride Sustainable Transport Capacity Enhancements project was 1 of 4 South Lanarkshire Council City Deal funded projects

At its meeting on 25 March 2020, the Committee received an update on the development of the project design. The report set out the results of the extensive consultation exercise undertaken during November/December 2019 and the way in which this informed the design parameters for the project before moving into the next stage of the business case. A summary of the consultation exercise was provided in the report together with details of the key elements of the proposal which reflected those approved by the Committee on 25 March 2020 and those which had emerged from the consultation exercise. As a result, an augmented Strategic Business Case had been produced and provided the basis for the continued development of the project. If approved, the SBC would be submitted to the City Deal Executives' Group and, subsequently, the City Deal Cabinet for consideration and approval.

Indicative timescales for delivery were referred to in the report and would be refined as the project progressed through the business case process and elements became more defined.

A consultation stage involving all members of the Council had been built into the Executive Committee arrangements. Any comments received through the consultation process were made available at the relevant meeting of the Committee to assist the members of the Committee in their deliberations. Issues raised in comments received from Councillor Watson regarding the project, together with the responses received from the Executive Director (Community and Enterprise Resources) were referred to at the meeting and circulated for Members' information.

There followed a discussion during which members expressed concern regarding the lack of:-

- ♦ dual carriageway along the entire length of the road
- ♦ clarity on what was being proposed

Councillor Ross, seconded by Councillor Chalmers, moved approval of the recommendations contained in the report. Councillor Brown, seconded by Councillor Fagan, moved as an amendment that consideration of the proposal be continued to allow an awareness session to be held and further information to be provided on the project, including traffic modelling.

On a vote being taken by roll call, members voted as follows:-

**Motion**

Alex Allison, John Anderson, John Bradley, Stephanie Callaghan, Maureen Chalmers, Poppy Corbett, Peter Craig, Isobel Dorman, Katy Loudon, Kenny McCreary, Jim McGuigan, Gladys Miller, Lynne Nailon, Richard Nelson, John Ross, David Shearer, Josh Wilson

**Amendment**

Robert Brown, Gerry Convery, Margaret Cooper, Maureen Devlin, Joe Fagan, Allan Falconer, Lynsey Hamilton, Eileen Logan, Joe Lowe, Monique McAdams, Jim Wardhaugh

11 members voted for the amendment and 17 for the motion, which was declared carried.

**The Committee decided:**

- (1) that the augmented Strategic Business Case for Stewartfield Way/East Kilbride Sustainable Transport Capacity Enhancements be approved;
- (2) that the proposed next steps in developing and delivering the project be approved; and
- (3) that the Outline Business Case be developed for presentation and future submission to the Executive Committee.

*[Reference: Note of Delegated Decisions taken by the Chief Executive, in consultation with Group Leaders, on items of business relating to the Executive Committee on 25 March 2020 (Paragraph 10)]*

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## **11 Land and Property Transfers and Disposals**

A report dated 1 March 2021 by the Executive Director (Housing and Technical Resources) was submitted on actions required in respect of land and property transactions.

The recommendations had been made in terms of agreed procedures.

**The Committee decided:**

- (1) that the land and property detailed in Appendix A to the report be transferred between Resources; and
- (2) that the land, as detailed in Appendix B to the report, be declared surplus to Council requirements.

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## **12 Former Vogue Bingo Site Hamilton – Proposed Sale to Clyde Valley Housing Association**

A joint report dated 25 February 2021 by the Executive Directors (Community and Enterprise Resources) and (Housing and Technical Resources) was submitted on the proposed sale of the site of the former Vogue Bingo Club, Keith Street, Hamilton to Clyde Valley Housing Association.

The Council took ownership of the property in 1998 as part of a land consolidation exercise under the Hamilton Ahead initiative. Despite a number of planned projects, no development had taken place and the site remained vacant and derelict.

In June 2008, the rear section of the building, including the internal “auditorium”, was demolished to enable redevelopment. Stabilisation of the façade was undertaken by the Council in 2012 and, since that time, the site had been a challenge to maintain.

Previous reports to the Community and Enterprise Resources Committee in 2019 and 2020 in relation to the Scottish Government Town Centre Capital Fund, allocated £440,000 to work with the Hamilton BID and Clyde Valley Housing Association (CHVA) to deliver a housing led development solution for the site.

CVHA proposed a 5 storey development for 23 homes which would contain a mix of one and 2 bedroom flats with the retained façade used as the entrance to the flats. It was currently anticipated that works on this development would commence in summer 2021 and be completed by late 2022.

It had been concluded that the site had no market value in its current condition as a result of the extensive preparatory works required to bring forward development. In order to ensure delivery of the project in the timescales required to secure town centre funding, it was proposed that the Council make the site available to CVHA for the sum of £1 as an additional economic development contribution to the project. Details were given on the key benefits the development of the site would bring to the town centre and wider economy.

**The Committee decided:**

- (1) that the site of the former Vogue Bingo Club, Hamilton be sold to Clyde Valley Housing Association at a price of £1, subject to the terms and conditions outlined in section 5 of the report; and
- (2) that the Executive Directors (Community and Enterprise Resources) and (Housing and Technical Resources), in conjunction with the Head of Administration and Legal Services, be authorised to conclude all matters in respect of the sale and enter into the necessary legal agreements on terms which were in the best interests of the Council.

*[Reference: Minutes of Community and Enterprise Resources Committee of 15 September 2020 (Paragraph 16)]*

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### **13 Representation on Outside Bodies – Carluke Development Trust**

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A report dated 11 February 2021 by the Executive Director (Community and Enterprise Resources) was submitted on a proposed amendment to the elected member representation on the Carluke Development Trust.

**The Committee decided:** that Councillor Corbett be replaced by Councillor Logan as a member of the Carluke Development Trust.

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### **14 South Lanarkshire Leisure and Culture Business Plan 2021/2022**

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A report dated 1 March 2021 by the Executive Director (Community and Enterprise Resources) was submitted on the South Lanarkshire Leisure and Culture Limited (SLLC) Business Plan 2021/2022.

The SLLC Business Plan 2021/2022 took cognisance of the Council Plan “Connect”, the strategic themes of the Community Planning Partnership and the Council’s Community Learning and Development Plan. Priorities for 2021/2022 included:-

- ◆ recovering from the COVID-19 pandemic
- ◆ implementing the outcomes of the Cross-Party Working Group (CPWG) in partnership with the Council
- ◆ improved partnership working and maximising income whilst controlling expenditure

The majority of SLLC’s services closed to the public on 18 March 2020 as a result of the COVID-19 pandemic and, consequently, many of the actions within the 2020/2021 Business Plan were unable to be progressed. However, SLLC continued to make an effective contribution to the achievement of the Council’s corporate policy objectives both in terms of the Council’s response to the COVID-19 pandemic and the continued support of South Lanarkshire’s communities.

**The Committee decided:** that the South Lanarkshire Leisure and Culture Limited Business Plan for 2021/2022 be noted.

*[Reference: Note of Delegated Decisions taken by the Chief Executive, in consultation with Group Leaders, on items of business relating to the Executive Committee of 25 March 2020 (Paragraph 11)]*

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## **15 Urgent Business**

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There were no items of urgent business.

# Report

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Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>28 April 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Capital Programme 2020/2021 – Monitoring for Period 12 – 1 April 2020 to 26 February 2021</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Executive Committee of progress on the General Fund Capital Programme and the Housing Capital Programme for the period 1 April 2020 to 26 February 2021.

## 2. Recommendation(s)

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

- (1) that the Period 12 position (ended 26 February 2021) of the General Fund Capital Programme itemised at Appendices 1 to 4 and the Housing Capital Programme at Appendix 5, be noted;
- (2) that the adjustment to the 2021/2022 General Fund programme listed at Appendix 1, be approved;
- (3) that the projected outturn of £63.1 million for the General Fund Capital Programme, detailed at section 4.6. be noted;
- (4) that the projected outturn of £48.172 million for the Housing Capital Programme, detailed at section 5.2. be noted;
- (5) that approval be given for the £7.891 million of capital funding no longer required for Covid-19 to be allocated as proposed in section 6.7 and to be included in the 2021/2022 update report which will be brought back to this Committee in June 2021 (Section 6); and
- (6) that the revised programmes be monitored by the Financial Resources Scrutiny Forum.

## 3. Background

3.1. The attached statements to this report provide a summarised monitoring position as at 26 February 2021. Spending has been split into two separate sections:

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

#### **4. Financial Implications**

##### **4.1. General Fund Capital Programme – 2020/2021 Budget**

The revised budget agreed at Executive Committee on 10 March 2021 was £80.648 million. This includes budget for Covid-19 of £7.891 million. There are no new adjustments proposed to the 2020/21 budget of £80.648 million however, Resources have presented proposals for projects which they wish to progress early in financial year 2021/2022. A list of these proposed adjustments is included in Appendix 1. If agreed, these adjustments will increase the 2021/2022 Capital Programme by £0.122 million.

**4.2. 2020/21 Outturn:** As at 26 February 2021, work was ongoing to clarify the predicted spend position for the General Services Capital Programme for the remainder of this financial year. This has been broken down into two specific elements: the costs associated with Covid-19 which are detailed in sections 4.3 and 4.7, and the Resource position (excluding the costs of Covid-19) detailed in sections 4.8 to 4.15. In summary, excluding the cost of Covid-19, it is expected that there will be a Resource underspend of £9.7 million linked to the anticipated timing of project spend. The year-end position is currently being finalised and this will be reported to Committee in June 2021. It is anticipated that the ongoing implications of COVID-19 will continue to have an impact on the level of capital spend in the year-end outturn position and potentially into the next financial year.

**4.3. Covid Costs:** As previously reported, the Council's capital programme currently includes an element of budget for capital costs associated with Covid-19, estimated at £7.891 million.

**4.4.** It was previously advised that a change to the approach may be considered which would be to use Revenue funding instead of Capital to cover these additional capital costs. This would reduce the burden on the Council's Capital programme. As additional funding has been received by the Council, it has been proposed in the Revenue report that these monies are used to pay for the additional costs currently anticipated to be met by the capital programme (section 6.4 of the Revenue Outturn report). This will free up the overall capital budget set aside for COVID (£7.891 million).

**4.5.** As a result, the full £7.891 million of funding available for Covid-19 costs within the Capital Programme, can now be allocated to other projects. This funding available will be considered as part of the update to the Capital Programme for 2021/2022 which will be brought back to this Committee in late June 2021 (see section 6).

**4.6. Resources' Position:** Removing the budget and costs associated with Covid-19, the current estimates from Housing and Technical Resources suggest an outturn of £63.1 million. Against the budget of £72.757 million (excluding the budget of £7.891 million for Covid-19 per section 4.3), this outturn means an underspend across Resources of £9.7 million and relates mainly to projects within Community and Enterprise Resources (£4.8 million), Education Resources (£2 million), Housing and Technical resources (£2 million), Finance and Corporate Resources (£0.7 million) and Social Work Resources (£0.2 million).

**4.7.** As reported to this Committee previously, the majority of the total £9.7 million outturn variance is due to the timing of spend, resulting in budget required in 2021/22 rather than 2020/21. The progression of a number of projects has been impacted by the ongoing lockdowns due to Covid-19.

- 4.8. These underspends have been partially offset by a few project overspends predicted this financial year. Again, this is a timing issue only with funding for the overall spend on these projects already identified. This includes an additional £0.8 million spend now projected for the Education ICT Programme.
- 4.9. A list of the main projects which are responsible for the underspend of £9.7 million and which will now complete in 2021/22 is included in Appendix 4, along with their anticipated completion dates.
- 4.10. The outturn of £63.1 million is a decrease of £2.6 million compared to the position reported to this Committee at period 11 (£65.7 million). The decrease in outturn mainly reflects revised project timescales on a number of new projects identified for the first time this period (see section 4.11) as well as movements in the outturns for those projects which have been identified previously (section 4.12).
- 4.11. The new projects which have seen their outturns reduce for the first time this period total £1.080 million and include: contractor issues in sourcing poles and signage which has resulted in expenditure on Cycling, Walking and Safer Routes falling into 2021/2022 (£0.500m); the timing of spend in relation to the completed Rooftop Nursery project (£0.250m); and Digital Connectivity (£0.040m), Mobile Working (£0.040m) and Essential Services Fabric Upgrade (£0.250m) where spend will now fall into 2021/2022.
- 4.12. For those projects which have previously been highlighted to this Committee as contributing to the outturn underspend this financial year, further spend reductions totalling £2.170 million have now been identified. These existing projects include Roads Investment Programme (£0.500m), works associated with Sustrans funded projects (£0.800m), IT Infrastructure (£0.220m), Prioritised Urgent Investment (£0.150m), Civic Centre Fabric Upgrade (£0.050m) and the Central Energy Efficiency Fund (£0.050m). Finally, the works have now commenced on site at Cambuslang Park and Ride and a more detailed spend profile has now been received. As a result, it is expected that £1m will be spent in 2020/21, a reduction of £0.400m from last period. SPT funding of £1 million has now been confirmed for this project and this will be utilised in the first instance with the Council's contribution carried forward.
- 4.13. These reductions have been offset by an additional £0.700 million spend now projected for Education ICT Programme this financial year (see section 4.8).
- 4.14. Appendix 4 provides a list of the main projects which are responsible for the total underspend of £9.7 million, and which will now progress in 2021/22. Their anticipated completion dates are also included in this Appendix.
- 4.15. **General Fund – Period 12 Position:** The programme spend and funding for the General Fund is summarised in Appendices 2 and 3. As noted in 4.1, the total capital spending programme for the year is £80.648 million.
- 4.16. Spend to the 26 February 2021 is £49.278 million.
- 4.17. **Capital Funding:** Capital Funding for financial year 2020/21 also totals £80.648 million.
- 4.18. In the last few weeks, the Scottish Government have been able to advance Glasgow City Region City Deal grant funding of £65 million. This will be deducted equally

from the grant allocations expected in 2023/24 and 2024/25. For South Lanarkshire Council, this has resulted in an additional £12.925 million of grant funding in 2020/21, bringing the total City Deal grant for the year to £18.110 million. This has been allocated based on our total City Deal spend to date (including previous financial years).

4.19. Actual funding received to 26 February 2021 is £52.836 million.

4.20. Relevant officers will continue to closely monitor the generation of all income including receipts.

**5. Housing Investment Programme – 2020/21 Budget:**

5.1. The revised capital programme for the year is £48.172 million, as approved by the Executive Committee on 23 September 2020 and shown in Appendix 5. Programmed funding for the year also totals £48.172 million. There are no new adjustments proposed in this report.

5.2. **2020/21 Outturn:** In terms of the Housing Capital Programme, current estimates from Housing and Technical Resources suggest an outturn of £48.172 million.

5.3. **Housing Investment Programme – Period 12 Position:** Budget for the period is £36.599 million and spend to 26 February 2021 amounts to £36.015 million.

5.4. As at 26 February 2021, £36.015 million of funding had been received.

5.5. Regular monitoring of both the General Fund Programme and the Housing Programme will be carried out in detail by the Financial Resources Scrutiny Forum and reported on a regular basis to the Executive Committee.

**6. 2021/2022 Capital Programme**

6.1. While there is an agreed Capital Programme for financial year 2021/2022 (November 2020), there are number of items which will impact on the programme as it currently stands. These are taken in turn.

6.2. **Local Government Finance Settlement and 2021/2022 Scottish Budget:** As advised previously, the Draft Scottish Budget was published on 28 January. For the Council, this meant an additional General Capital Grant allocation of £0.180 million for 2021/2022.

6.3. On 16 February 2021, the Cabinet Secretary made a subsequent announcement which saw an additional national capital allocation of £82 million for Town Centres and Bridges. Then, as the draft Scottish Budget made its way through the Stages of the Parliamentary approval process, further announcements were made regarding a national allocation of £40m of Capital funding for green recovery (10 March 2021). This comprises national allocations of £15 million for active travel, £10 million for energy efficiency, £10m for biodiversity (grants for a wider range of projects) and £5 million to support emissions reduction in the agriculture sector.

6.4. However, it was also advised that in order to provide these green recovery monies in 2021/2022, the capital allocations announced on 16 February for both Town Centres and Bridges will have to be reprofiled. Instead of the full £82 million being provided in 2021/2022 (previously announced £50 million and £32 million respectively), these funds will now be spread over 2 financial years to facilitate the £40m for 2021/2022 announced at Stage 2 for green recovery.



- 6.5. Once confirmed, any additional monies will have an impact on the Council's funding for 2021/2022.
- 6.6. **Additional COVID Funding:** As noted in section 4.4, the Council is receiving further Scottish Government funding for the costs of Covid-19. In the separate Revenue Budget Monitoring report to this meeting, it is proposed that these funds are used to support the budgeted £7.891 million for Covid-19 costs within the Capital Programme. This will free up capital funding and a decision can be taken on how this is used. In making that decision, it is suggested that consideration is given to ongoing projects and programmes of work.
- 6.7. With this in mind, it is proposed that the £7.891m of Covid-19 budget released could be spent on:
- Larkhall Leisure Centre: There is already money in the programme for design works and supporting this project with an allocation of £6.000 million would augment the £3.000 million city deal funding available.
  - Digital Transformation: the balance of funding could contribute towards supporting the Council's Digital Transformation projects (£1.891 million).
- 6.8. In the case of Larkhall Leisure centre, the proposal above would present an overall package of funding of £9 million. Members will be aware, there is an ongoing review by a Cross Party Working Group (CPWG) on SLLC, which will set the future strategic direction for SLLC and this will influence the type of leisure services and facilities going forward that SLLC will manage and operate on behalf of the Council. The work of the CPWG is ongoing and it is anticipated that it will conclude its work in the coming months and report to Committee prior to the Summer recess.
- 6.9. It is, therefore, appropriate given the availability of capital funding that, pending the outcome of the CPWG finalising and being reported to Committee, some of this capital funding be earmarked to support the outcome from the CPWG in particular Larkhall Leisure Centre.
- 6.10. It is proposed that an update paper on 2021/2022 which would include details of both projects, and the carry forward from 2020/2021, will be brought to the Executive Committee for consideration in June 2021, with a base position for 2022/2023 being identified later in the year.

## **7. Employee Implications**

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

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

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

## **9. Other Implications**

- 9.1. The main risk associated with the Council's Capital Programme is an overspend. 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.

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

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

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

12 April 2021

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

- Accountable, Effective, Efficient and Transparent

**Previous References**

- Executive Committee, 23 September 2020
- Executive Committee, 10 March 2021

**List of Background Papers**

Capital Ledger prints to 26 February 2021

**Contact for Further Information**

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

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SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2020/21  
GENERAL SERVICES PROGRAMME  
FOR PERIOD 1 APRIL 2020 TO 26 FEBRUARY 2021

**Proposed Adjustments**

**Community and Enterprise Resources**

**Langlands Moss Boardwalk – 2021/2022**

In order to commence works in early May 2021, approval is sought to increase the 2021/22 Capital Programme by £0.060m to enable the reinstatement of approximately 200m of boardwalk at Langlands Moss, previously destroyed by fire. This will augment the allocation of £0.019m already included within the 2020/21 Capital Programme and will be funded by contributions from the following sources:

- Planning Gain (£0.035m)
- Land Trust (£0.025m)

As this relates to 2021/22, there is no change to the current year programme and therefore no figure shown in the column to the right.

**Crawforddyke Primary School – 2021/2022**

The Capital Programme already includes an allocation of £0.510m to provide additional accommodation at Crawforddyke Primary School, Carluke to meet the growth in pupil numbers within the catchment area. Following the tender exercise, it has been identified that in order to add a mezzanine floor above the dining room, an additional requirement of £0.062m is necessary to complete the project.

Approval is sought to increase the 2021/22 Capital Programme for this project and this will be funded by contributions from developments in the Carluke area.

As this relates to 2021/22 there is no change to the current year programme and therefore no figure shown in the column to the right.

Minor Adjustments	£0.000m
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<b>TOTAL ADJUSTMENTS</b>	<b>£0.000m</b>
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## APPENDIX 2

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2020/21  
GENERAL SERVICES PROGRAMME  
FOR PERIOD 1 APRIL 2020 TO 26 FEBRUARY 2021

	£m
<b>Total Budget</b>	<b>80.648</b>
Proposed Adjustments – Period 12	0.000
<b>Total Revised Budget</b>	<b>80.648</b>
	<b><u>Revised 2020/21 Budget</u></b>
<b><u>Resource</u></b>	<b><u>£m</u></b>
Community & Enterprise	37.622
Education	24.480
Finance & Corporate	3.282
Housing & Technical	6.529
Social Work	0.844
<b>Total Resources Capital Programme</b>	<b>72.757</b>
Additional Costs	7.091
Housing and Technical Resources – Additional Overheads	0.800
<b>TOTAL CAPITAL PROGRAMME</b>	<b>80.648</b>

## APPENDIX 3

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2020/21  
GENERAL FUND PROGRAMME  
FOR PERIOD 1 APRIL 2020 TO 26 FEBRUARY 2021

	<u>2020/21</u> <u>Original</u> <u>Budget</u> <u>(inc C/F)</u>	<u>2020/21</u> <u>Revised</u> <u>Budget</u>	<u>2020/21</u> <u>Actual to</u> <u>26/02/21</u>
<b>Expenditure</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>General Fund Programme</b>	81.003	80.648	49.278
<b>Income</b>	<u>2020/21</u> <u>Original</u> <u>Budget</u>	<u>2020/21</u> <u>Revised</u> <u>Budget</u>	<u>2020/21</u> <u>Actual to</u> <u>26/02/21</u>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Prudential Borrowing	27.782	9.665	9.665
Developers Contributions	7.021	2.103	0.459
Partners (Including SPT, Sustrans, Blantyre Construction Ltd, Transport Scotland, and Renewable Energy Fund)	5.291	4.550	0.538
Scottish Government:			
- General Capital Grant	21.373	21.373	19.592
- Cycling, Walking and Safer Streets	1.497	1.497	-
- Vacant and Derelict Land	1.000	1.000	1.000
- Early Years 1,140 Hours	12.829	11.429	11.429
- Regeneration Capital Grant	0.482	1.482	0.763
- Town Centre Regeneration Fund	1.095	1.997	1.997
- Travelling People's Sites	-	0.133	0.133
- Digital Inclusion	-	1.253	1.253
- COVID-19 Mitigation for School Transport	-	0.072	0.023
Glasgow City Region City Deal	-	18.110	-
Specific Reserves	1.133	1.295	1.295
Revenue Contribution	1.500	4.689	4.689
<b>TOTAL FUNDING</b>	<b>81.003</b>	<b>80.648</b>	<b>52.836</b>

SOUTH LANARKSHIRE COUNCIL  
CAPITAL EXPENDITURE 2020/21  
HOUSING PROGRAMME  
FOR PERIOD 1 APRIL 2020 TO 26 FEBRUARY 2021

Projects with Underspends in 2020/21		
Project Name	Project Type	Completion Date
<b>Community and Enterprise Resources:</b>		
Town Centre Regeneration Fund	Regeneration	September 2021
Hamilton HUB - New Cross Shopping Centre	Regeneration	March 2022
Abington Campus for Enterprise	Regeneration	December 2021
Extension of Cemeteries	Land Purchase	Throughout 2021/22
Memorial Headstones	Remedial works	Throughout 2021/22
Springhall Community Centre Upgrade	External Works	Spring 2021
Glengowan Primary School Extension (Glasgow City Region City Deal Programme)	Extension / Adaptations	Late Spring / Summer 2022
Calderside Academy (Glasgow City Region City Deal Programme)	Extension / Adaptations	December 2023
Roads Investment Programme	Roads	Throughout 2021/22
Cambuslang Park and Ride	Roads	June 2021
Sustrans - Various	Roads	May 2021
<b>Education Resources:</b>		
St Charles Primary School - Additional Classroom	Extension	April 2021
St Mark's Primary School, Hamilton - Extension	Extension	June 2022
Kilbride Early Learning Centre (prev Netherton Road Nursery/ South Park)	New Build	May 2021
Lightburn Early Learning Centre, Cambuslang (previously Mill Road)	New Build	April 2021
Education Information Communication Technology	ICT	Throughout 2021/22
Auchingramont Road	New Build	June 2021
Small Scale Adaptations	Adaptations	Throughout 2021/22
<b>Finance and Corporate Resources:</b>		
IT Infrastructure Refresh	Infrastructure	May 2021
New Website / CRM / MDM / Customer Portal /Integration Tools	Infrastructure	May 2021
Digital Connectivity	Infrastructure	Throughout 2021/22
Mobile Working	Equipment	Throughout 2021/22
<b>Housing and Technical Resources:</b>		
Prioritised Urgent Investment	Refurbishment	Throughout 2021/22
Essential Services Fabric Upgrade	Refurbishment	Throughout 2021/22
Civic Centre Fabric Upgrade	Refurbishment	Throughout 2021/22
Central Energy Efficiency Fund 2020/21 Programme	Refurbishment	Throughout 2021/22
Gypsy Traveller Sites – Swinhill	Refurbishment	Throughout 2021/22

## APPENDIX 5

### SOUTH LANARKSHIRE COUNCIL CAPITAL EXPENDITURE 2020/21 HOUSING PROGRAMME FOR PERIOD 1 APRIL 2020 TO 26 FEBRUARY 2021

	<u>2020/21</u> <u>Annual</u> <u>Budget</u> £m	<u>2020/21</u> <u>Budget to</u> <u>26/02/21</u> £m	<u>2020/21</u> <u>Actual to</u> <u>26/02/21</u> £m
<b>EXPENDITURE</b>			
<b>2020/21 Budget</b> Incl. carry forward from 2019/20	48.172	36.599	36.015
	<u>2020/21</u> <u>Annual</u> <u>Budget</u> £m		<u>2020/21</u> <u>Actual to</u> <u>26/02/21</u> £m
<b>INCOME</b>			
Land Sales	-		0.139
Capital Funded from Current Revenue	18.134		18.134
Prudential Borrowing	9.994		5.682
Scottish Government Specific Grant:			
– New Build	18.124		10.870
– Open Market Purchase Scheme	1.800		1.095
– Mortgage to Rent	0.120		0.095
<b>TOTAL FUNDING</b>	<b>48.172</b>		<b>36.015</b>





# Report

4

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>28 April 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Revenue Budget Monitoring for Period 12: 1 April 2020 to 26 February 2021 and Probable Outturn</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:

- ♦ advise the Committee on the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2020 to 26 February 2021, and a projection for the year to 31 March 2021.

## 2. Recommendation(s)

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

- (1) that the additional COVID funding of £27.861 million (section 6.3), be noted;
- (2) that the utilisation of £7.891 million of the additional COVID funding to manage capital costs (section 6.4), be approved;
- (3) that it be noted that any unspent element of the additional funding, currently £18.068 million, would be carried forward in reserves to manage COVID pressures in 2021/2022 (section 6.9);
- (4) that the underspend of £1.394 million on the General Fund Revenue Account after transfers as at 26 February 2021 (section 7.3), be noted;
- (5) that including Resources, Corporate Items, Council Tax and the updated COVID breakeven position, the Council's revised outturn underspend of £2.163 million, (section 8.3), be noted; and
- (6) that the breakeven position on the Housing Revenue Account at 26 February 2021 and the forecast to 31 March 2021 of breakeven (section 9), be noted.

## 3. Background

### 3.1. General Fund Position

This overview report will summarise the previously reported probable outturn position for the Council's General Fund (including COVID) to 31 March 2021 (section 4) and provide an update to this position in an Executive Summary (section 5).

3.2. Section 6 will detail the anticipated COVID position for the year and will provide information on the spend/funding to 26 February 2021. The same information will be provided for the Council's General Fund services (section 7) and the combined Council outturn will be summarised in section 8. Finally, the report will provide a probable outturn and the position on the current period on the Housing Revenue Account (section 9).

#### 4. Summary of Previously Reported Probable Outturn

- 4.1. As previously reported, the Council's overall outturn position to 31 March 2021 after transfers to reserves, and including the COVID shortfall of £1.902 million, is an **underspend of £0.261 million**. Table 1 provides a breakdown of this position.

**Table 1: Council's Outturn Position (Executive Committee, 10 March 2021)**

		£m
COVID	Costs of Covid (including capital and before any recharges to HRA and capital) after additional funding for loss of income	(36.033)
	Less: Recharges to HRA / capital	31.376
	<b>= Previously reported Projected Outturn</b>	<b>(4.657)</b>
	Loss of Income Funding from the Government	2.755
	<b>= Shortfall in COVID funding See note 1</b>	<b>(1.902)</b>
General Services	Expenditure Position from Probable Outturn Exercise	(0.441)
	Over-Recovery of Council Tax excluding COVID	2.604
	<b>= General Services Underspend</b>	<b>2.163</b>
<b>= Probable Outturn Position: Revised Underspend</b>		<b>0.261</b>

*Note 1 – this position is after Covid costs have been met by capital (£7.891m) and that income continues to be recharged to HRA and Capital for the period of lockdown (£23.485m). If these costs were not recharged the overall costs would be £33.278m.*

- 4.2. Sections 6 and 7 of the report will provide details on the updated position in relation to spend and funding of COVID and the impact on the Council's General Fund Services, with a combined Council outturn position in section 8.

#### 5. Executive Summary

- 5.1. The Council's original Outturn position for financial year 2020/2021 was an underspend of £0.261 million, being a General Fund underspend of £2.163 million, partially offset by a COVID shortfall of £1.902 million (refer Table 1).
- 5.2. The Council has received additional COVID funding totalling £27.861 million. This takes the total COVID funding to £63.172 million (Table 2).
- 5.3. As previously reported, the Council's capital programme currently includes an element of budget for capital costs associated with COVID-19, estimated at £7.891 million. It was previously advised that a change to the approach may be considered which would be to use Revenue funding instead of Capital to cover these additional capital costs. This would reduce the burden on the Council's Capital programme. As additional funding has been received by the Council (sections 6.2 / 6.3), it is proposed that these monies are used to pay for the additional costs currently anticipated to be met by the capital programme (section 6.4). This will free up the capital budget set aside for COVID (£7.891 million).
- 5.4. The total additional funding received in 2020/2021 is £27.861 million and by using this to both manage the previously estimated COVID shortfall of £1.902 million (Table 1) in 2020/2021 and to manage the £7.891 million of potential costs relating to the capital programme in that year, leaves funding of £18.068 million (Table 2) to manage any further COVID costs into 2021/2022. This is based on the probable outturn cost of COVID, as at December 2020. If this funding is not utilised by 31 March, it will be carried forward in reserves to manage COVID costs in 2021/2022 (section 6.8).

**Table 2: Summary of COVID Expenditure and Funding (from Table 4)**

	£m
<b>Total Expenditure per Cost of Recovery (Appendix 1)</b>	<b>37.213</b>
Add: Capital Spend (section 6.6)	7.891
<b>Total COVID Expenditure</b>	<b>45.104</b>
<b>Total COVID Funding (including additional funding)</b>	<b>(63.172)</b>
<b>Funding received in 2020/21 to be carried forward to 2021/2022</b>	<b>(18.068)</b>

- 5.5. Some of the allocation of funding is tied to a specific purpose and will have specific spend that requires to be made. Of the £18.068 million of funding carrying forward into 2021/2022, an estimated £9 million is tied to funding specific anticipated spend.
- 5.6. Taking the revised COVID position for the year into account, alongside the General Fund position, gives a revised outturn **underspend of £2.163 million for 2020/2021**. Table 3 details the original outturn underspend of £0.261 million and the revised outturn underspend of £2.163 million. The revised position reflects the use of the additional funding to manage the COVID shortfall (£1.902 million, Table 1).

**Table 3: Reconciliation of Council Outturn Position (Table 7 replicated)**

	Original Outturn £m	Revised Outturn £m
Costs of COVID (including capital and before any recharges to HRA and Capital)	(33.278)	(33.278)
Recharges to HRA / Capital	31.376	31.376
<b>Shortfall in COVID Funding</b>	<b>(1.902)</b>	<b>(1.902)</b>
Utilise Additional Scottish Government COVID funding (section 5.6)	-	1.902
<b>Revised COVID position</b>	<b>(1.902)</b>	<b>-</b>
Expenditure Position Probable Outturn Exercise	(0.441)	(0.441)
Over Recovery of Council Tax excluding COVID 19	2.604	2.604
<b>Revised Council Outturn Position</b>	<b>0.261</b>	<b>2.163</b>

*This replicates Table 7 at 8.3.*

- 5.7. The forecast underspend of £2.163 million reflects the estimated outturn position and is based on the probable outturn exercise. Section 7.3 proposes that, at the end of the financial year, these monies are considered for transferring to Reserves and set aside to manage future budget strategies. This may include the need to cover expenditure in relation to COVID moving into 2021/2022. The final value of the transfer will be confirmed at the end of the financial year.
- 6. 2020/2021 COVID Position**
- 6.1. **COVID Outturn Position:** The COVID position has previously been reported as a shortfall of £1.902 million (see Table 1).
- 6.2. Since the last report, the Council has received confirmation of a number of new funding allocations. The additional funding received in 2020/2021 and the Council's respective share, is shown below, and is split across the 2 financial years that the funding relates to. There are elements of these funding streams that are tied to

requirements to spend. This is covered further at section 6.11.

#### 2020/2021 Allocations

- £70 million Education Recovery (£4.221 million)
- £110 million Loss of Income (£3.354 million) – allocation now confirmed.
- £1.995 million Local Self Isolation Assistance January to March (£0.124 million)
- £275 million Flexible Funding (£13.480 million)

#### 2021/2022 Allocations

- £26.7 million Teachers / Support staff (£1.734 million)
- £25 million Teachers / Support staff (£1.624 million) – this is the 2021/2022 allocation of funding notified earlier in financial year
- £15 million Additional Financial Insecurity (£1.244 million)
- £15 million Additional Flexible Funding (£0.894 million) – allocation now confirmed.
- £17.2 million Spring Hardship Payment including Administration (£1.186 million)

- 6.3. The new funding allocations above total £27.861 million. When added to existing COVID funding, the revised total of funding is £63.172 million. These new allocations have been added to the budget in Appendix 2. Included within the £63.172 million is the Council's allocation for Free School Meals for March and Easter and the balance of £100 Winter Hardship funding notified to the Council since the last report which have been added to the Cost of Recovery expenditure and funding as they are spent.
- 6.4. **Capital:** As previously reported, the Council's capital programme currently includes an element of budget for capital costs associated with COVID-19, estimated at £7.891 million. Depending on how the revenue position progresses towards the end of the financial year, and how the Council chooses to use the Fiscal Flexibilities available, it was advised that a change to the approach may be considered which would be to use Revenue funding instead of Capital to cover these additional capital costs. This would reduce the burden on the Council's Capital programme. As additional flexible funding has been received by the Council (section 6.2/6.3), it is proposed that these monies are used to pay for the additional costs in relation to the capital programme.
- 6.5. The current estimate of these capital costs is £6.600 million. Some of these costs are overheads incurred by Housing and Technical Resources that would have been charged to capital projects (£4.600 million), and some are additional costs including compensation claims against capital projects (£2.000 million). As this figure cannot be confirmed until the end of the financial year, it proposed that the £4.600 million of additional overheads from Property Services be funded by this additional revenue support and these would stay in the Council's Revenue budget. In addition, the Revenue budget can provide the remaining funding for the rest of the budgeted £7.891 million, meaning a £3.291 million contribution to the remaining COVID-19 costs within the Capital Programme. Any revenue funding not required will be carried forward in Reserves.
- 6.6. This approach will free up the full capital budget of £7.891 million for use on other projects. This is discussed in more detail in the Capital Monitoring report to this meeting.
- 6.7. Taking the £27.861 million additional funding received in 2020/2021 (section 6.3) and covering the £1.902 million required to manage the original COVID shortfall and the £7.891 million of capital costs (section 6.4), leaves a balance of £18.068 million which can be carried into 2021/2022.

- 6.8. The funding balance of £18.068 million has been fully committed in the outturn figures in Appendix 2. This is because some of the allocations relate to 2021/2022 but have been received early, and the remaining allocations received in 2020/2021 are required to manage COVID costs in 2021/2022. Any funding received in 2020/2021 which has not been utilised by 31 March 2021, will be transferred to reserves and be carried forward into 2021/2022. It is anticipated that the majority of this funding will be carried forward in reserves to meet COVID expenditure in 2021/2022.
- 6.9. **Total COVID Expenditure and Funding:** Table 4 provides a summary of the total COVID expenditure and funding for the year, including the movements detailed in this report, to arrive at the carried forward funding position of £18.068 million.

**Table 4: COVID Expenditure and Funding**

	£m
<b>Expenditure</b>	
Additional Resource Spend	29.049
Lost Income	7.430
Unspent Budget	(2.719)
Unachieved Savings	0.553
SLLC Lost Income	2.900
<b>Total Expenditure per Cost of Recovery (Appendix 1)</b>	<b>37.213</b>
Add: Capital Spend (section 6.5)	7.891
<b>Total COVID Expenditure</b>	<b>45.104</b>
<b>Total COVID Funding (including additional funding)</b>	<b>(63.172)</b>
<b>Funding received in 2020/2021 to be carried forward to 2021/2022</b>	<b>(18.068)</b>

- 6.10. As covered at section 6.2, some of the allocation of funding is tied to a specific purpose and will have specific spend that requires to be made. Of the £18.068 million of funding carrying forward into 2021/2022, an estimated £9 million is tied to funding specific anticipated spend.
- 6.11. This revised position continues to be based on what is known at present. The high level COVID restrictions in place may still result in additional costs, and the final position for the year on the costs of COVID will be finalised over the coming weeks as part of the year end exercise.
- 6.12. **COVID Current Position as at 26 February 2021**  
The total COVID net expenditure as at 26 February 2020 is **£24.275 million** which has been funded from a number of COVID funding streams including the Food Fund, Hardship Fund, Consequentials, Education specific funding and administrative support funding.
- 6.13. The total funding utilised to 26 February 2021 is £24.275 million, which equates to 51.3% of the total funding confirmed to date (including the £0.751 million of funding used in 2019/2020). The reduction in percentage funding utilised reflects the increase in funding available since the last report.
- 6.14. A summary of the position is included in Table 5 with a full breakdown included in Appendix 4.

**Table 5: Analysis of COVID expenditure at 26 February 2021 (Period 12)**

	As at 26 February 2021 £m
Additional Resource Spend	18.169
Lost Income	5.536
Unachieved Savings	0.517
Less: Unspent Budget	(3.189)
<b>Total Net Expenditure incl. in Resources</b>	<b>21.033</b>
Food Fund Spend	3.242
<b>Total Expenditure incl. Food Fund</b>	<b>24.275</b>
Total COVID Funding Utilised	<b>(24.275)</b>
<b>Net COVID Expenditure</b>	<b>0.000</b>

- 6.15. The COVID costs above exclude the costs of the Social Work Mobilisation Plan. The assumption is that this will be fully funded. The spend to period 12 is £17.841 million. As at 26 February 2021, the Council has received £12.602 million of funding, with regular claims for funding being made to recover all spend made. The Scottish Government have now allocated a final tranche of funding through Health Boards for mobilisation plans. Work is ongoing with the Chief Financial Officer for the IJB to ensure that funding allocated for Local Authorities is passed over.

## **7. 2020/2021 General Services Position (excluding COVID)**

### **7.1. General Services Outturn Position (excluding COVID)**

The probable outturn position for the Council, after transfers to reserves of £24.863 million (as detailed in Appendix 3) and excluding the COVID shortfall of £1.902 million, is an underspend of £2.163 million (see Table 1). There has been no change to this position since the last report.

- 7.2. The underspend reflects an over recovery of Council Tax and an underspend on the Council Tax Reduction Scheme (CTRS), which is partly offset by an overspend on Resources, mainly within Education and on Corporate Items. This is summarised in Table 6.

**Table 6: Forecast Underspend After Transfers to Reserves (excl COVID Shortfall)**

	£m
Resources' Outturn / Corporate Items	(0.441)
Council Tax / CTRS	2.604
<b>Forecast Underspend After Transfers to Reserves</b>	<b>2.163</b>

- 7.3. The forecast underspend of £2.163 million reflects the estimated outturn position and is based on the probable outturn exercise. It is proposed that, at the end of the financial year, these monies are considered for transferring to Reserves and set aside to manage future budget strategies. This may include the need to cover expenditure in relation to COVID moving into 2021/2022. The final value of the transfer will be confirmed at the end of the financial year.
- 7.4. **Area Committee Grants:** there is currently approximately £0.060 million of unspent money in the budget held for grants which are distributed by Area Committees. Area Committees have expressed that in this unusual year, they would not want groups to

lose access to these funds, and it is therefore proposed that the unspent balances will be carried forward at the end of the year. This will be managed as part of the year end final transfer to reserves. Formal approval for the carrying forward of these unspent monies will be sought from committee through a recommendation in the 2020/2021 year-end report which will be brought to the Executive Committee meeting on 23 June.

**7.5. General Services Current Position as at 26 February 2021**

As at 26 February 2021, the position on the General Fund (including COVID spend and income) **before** transfers to reserves is an underspend of £10.080 million (Appendix 2a). Appendix 3a shows the position after the approved transfers to reserves, as an **underspend of £1.394 million**. This is in line with the probable outturn position and relates mainly to the over recovery of Council Tax and an underspend on the Council Tax Reduction Scheme.

**8. Summary Position section – Total Council Position including COVID**

- 8.1. As noted in section 6.2, the Council has received additional COVID funding and this has been used to manage the previously reported COVID shortfall of £1.902 million (Table 1).
- 8.2. The Council's General Fund position has not changed from the £2.163 million underspend (excluding COVID), previously reported.
- 8.3. Taking the revised COVID position into account alongside the General Fund position, gives a revised Council outturn **underspend of £2.163 million**. Table 7 shows the original outturn underspend of £0.261 million and the revised outturn underspend of £2.163 million. The revised position reflects the use of the additional funding to manage the COVID shortfall.

**Table 7: Reconciliation of Council Outturn Position**

	Original Outturn £m	Revised Outturn £m
Costs of COVID (including capital and before any recharges to HRA and Capital)	(33.278)	(33.278)
Recharges to HRA / Capital	31.376	31.376
<b>Shortfall in COVID Funding</b>	<b>(1.902)</b>	<b>(1.902)</b>
Utilise Additional Scottish Government COVID funding (section 6.8)	-	1.902
<b>Revised COVID position</b>	<b>(1.902)</b>	<b>-</b>
Expenditure Position Probable Outturn Exercise	(0.441)	(0.441)
Over Recovery of Council Tax excluding COVID 19	2.604	2.604
<b>Revised Council Outturn Position</b>	<b>0.261</b>	<b>2.163</b>

- 8.4. The forecast underspend of £2.163 million reflects the estimated outturn position and is based on the probable outturn exercise. It is proposed that at the end of the financial year, these monies are considered for transferring to Reserves and set aside to manage future budget strategies (section 7.3). The final value of the transfer will be confirmed at the end of the financial year.

**9. Housing Revenue Account Position**

- 9.1. As at 26 February 2021, Appendix 6 of the report shows a breakeven position against the phased budget on the Housing Revenue Account.
- 9.2. The forecast to 31 March 2021 on the Housing Revenue Account is a breakeven position.

## **10. Employee Implications**

10.1. None.

## **11. Financial Implications**

11.1. As detailed within this report.

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

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

## **13. Other Implications**

13.1. 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.

## **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 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)**

23 March 2021

## **Link(s) to Council Values/Ambitions/Objectives**

♦ Accountable, Effective, Efficient and Transparent

## **Previous References**

♦ None

## **List of Background Papers**

♦ Financial ledger and budget monitoring results to 26 February 2021

## **Contact for Further Information**

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

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<b>Budget Revision 2020/2021</b>	<b>Community and Enterprise</b>	<b>Education</b>	<b>Finance and Corporate</b>	<b>Housing and Technical</b>	<b>Social Work</b>	<b>Capital</b>	<b>Total</b>
<b>Projected Costs including Recovery Plan</b>	3.432	12.755	10.402	0.765	0.370	1.325	<b>29.049</b>
<b>Lost Income</b>	4.811	0.564	0.555	1.500	-	-	<b>7.430</b>
<b>Total Costs</b>	<b>8.243</b>	<b>13.319</b>	<b>10.957</b>	<b>2.265</b>		<b>1.325</b>	<b>36.479</b>
<b>Less: Spend Not Made</b>	(1.413)	(0.975)	(0.306)	(0.018)	(0.007)	-	<b>(2.719)</b>
<b>Net Cost to the Council in 2020/2021*</b>	<b>6.830</b>	<b>12.344</b>	<b>10.651</b>	<b>2.247</b>	<b>0.363</b>	<b>1.325</b>	<b>33.760</b>
<b>Funding</b>							
- Hardship Fund (£50m)							<b>(2.227)</b>
- Consequentials (£155m + £49m)							<b>(12.152)</b>
- Food Fund (£30m + £27.6m)							<b>(3.282)</b>
- Additional Teachers / Support (£130m)							<b>(2.167)</b>
- IT Equipment (Revenue and Capital)							<b>(1.469)</b>
- Teachers (£30m)							<b>(1.300)</b>
- Mobilisation (£20m)							<b>(1.206)</b>
- Financial Insecurity							<b>(1.244)</b>
- Support (Winter Payments, Outbound Calling, Support for People, Self Isolate, Business Grants)							<b>(0.758)</b>
- Additional Free School Meals							<b>(0.470)</b>
- Tier 4 - Community and Support							<b>(0.894)</b>
- £100 Winter Payments							<b>(0.994)</b>
- Loss of Income (£90m)							<b>(2.755)</b>
- Transport Mobilisation (£1.5m)							<b>(0.072)</b>
- Additional Teachers/Digital Inclusion/Home Learning Support (£45m)							<b>(2.806)</b>
- Free School Meals (January/February/March lockdown plus Easter)							<b>(1.515)</b>
- Additional Funding							<b>(1.902)</b>
<b>Total Funding Used</b>							<b>(37.213)</b>
Add: Savings Not Achievable							<b>0.553</b>
Add: SLLCT Shortfall							<b>2.900</b>
<b>Balance</b>							<b>0.000</b>
<i>* these figures assume that income is recharged to HRA and Capital for the period of lockdown</i>							

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report (BEFORE Transfers)**  
**Period Ended 26 February 2021 (No.12)**

<u>Committee</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Budget Proportion to 26/02/21	Actual to Period 12 26/02/21	Variance to 26/02/21	
Departments:	£m	£m	£m	£m	£m	£m	
<b>Community and Enterprise Resources</b>	<b>109.638</b>	<b>117.360</b>	<b>(7.722)</b>	<b>112.984</b>	<b>119.635</b>	<b>(6.651)</b>	<b>over</b>
Facilities, Waste and Grounds	67.193	67.358	(0.165)	58.466	58.556	(0.090)	over
Fleet, Environmental and Projects	1.072	1.793	(0.721)	0.728	1.409	(0.681)	over
Leisure and Culture Services	19.538	19.503	0.035	19.239	19.204	0.035	under
Planning and Economic Development	2.120	2.601	(0.481)	18.235	18.218	0.017	under
Roads	19.715	21.404	(1.689)	16.316	17.786	(1.470)	over
COVID-19	0.000	4.701	(4.701)	0.000	4.462	(4.462)	over
<b>Education Resources</b>	<b>351.403</b>	<b>357.893</b>	<b>(6.490)</b>	<b>301.718</b>	<b>302.704</b>	<b>(0.986)</b>	<b>over</b>
Education	351.403	345.138	6.265	301.718	295.720	5.998	under
COVID-19	0.000	12.755	(12.755)	0.000	6.984	(6.984)	over
<b>Finance and Corporate Resources</b>	<b>35.756</b>	<b>42.846</b>	<b>(7.090)</b>	<b>38.514</b>	<b>44.808</b>	<b>(6.294)</b>	<b>over</b>
Finance Services - Strategy	1.965	1.966	(0.001)	3.251	3.244	0.007	under
Finance Services - Transactions	13.686	13.684	0.002	14.451	14.504	(0.053)	over
Audit and Compliance Services	0.330	0.330	0.000	0.516	0.516	0.000	-
Information Technology Services	5.192	5.505	(0.313)	6.084	6.407	(0.323)	over
Communications and Strategy Services	1.022	1.037	(0.015)	1.275	1.256	0.019	under
Administration and Licensing Services	4.222	4.773	(0.551)	4.478	4.971	(0.493)	over
Personnel Services	9.339	9.238	0.101	8.459	8.283	0.176	under
COVID-19	0.000	6.313	(6.313)	0.000	5.627	(5.627)	over
<b>Housing and Technical Resources</b>	<b>15.746</b>	<b>17.993</b>	<b>(2.247)</b>	<b>13.805</b>	<b>15.589</b>	<b>(1.784)</b>	<b>over</b>
Housing Services	9.080	8.925	0.155	6.028	5.950	0.078	under
Property Services	6.666	7.803	(1.137)	7.777	8.855	(1.078)	over
COVID-19	0.000	1.265	(1.265)	0.000	0.784	(0.784)	over
<b>Social Work Resources</b>	<b>173.159</b>	<b>173.538</b>	<b>(0.379)</b>	<b>148.713</b>	<b>149.022</b>	<b>(0.309)</b>	<b>over</b>
Performance and Support Services	8.056	7.756	0.300	7.684	7.451	0.233	under
Children and Families	36.449	36.757	(0.308)	32.363	32.560	(0.197)	over
Adults and Older People	127.134	127.177	(0.043)	107.722	107.785	(0.063)	over
Justice and Substance Misuse	1.520	1.478	0.042	0.944	0.914	0.030	under
COVID-19	0.000	0.370	(0.370)	0.000	0.312	(0.312)	over
<b>Joint Boards</b>	<b>2.245</b>	<b>2.245</b>	<b>0.000</b>	<b>2.060</b>	<b>2.060</b>	<b>0.000</b>	<b>-</b>
	<b>687.947</b>	<b>711.875</b>	<b>(23.928)</b>	<b>617.794</b>	<b>633.818</b>	<b>(16.024)</b>	<b>over</b>

<u>Committee</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Budget Proportion to 26/02/21	Actual to Period 12 26/02/21	Variance to 26/02/21	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	687.947	711.875	(23.928)	617.794	633.818	(16.024)	over
CFCR	3.398	3.398	0.000	0.000	0.000	0.000	-
Loan Charges	40.843	37.843	3.000	35.008	32.437	2.571	under
Corporate Items	3.804	2.873	0.931	0.415	0.115	0.300	under
Corporate Items - COVID-19	60.278	29.679	30.599	24.275	3.242	21.033	under
Corporate Items - 2020/2021 Strategy	14.289	0.000	14.289	0.000	0.000	0.000	-
<b>Total Expenditure</b>	<b>810.559</b>	<b>785.668</b>	<b>24.891</b>	<b>677.492</b>	<b>669.612</b>	<b>7.880</b>	<b>under</b>
Council Tax	159.471	161.236	1.765	136.689	138.202	1.513	over rec
Less: Council Tax Reduction Scheme	(22.590)	(21.789)	0.801	(19.363)	(18.676)	0.687	under
Net Council Tax	136.881	139.447	2.566	117.326	119.526	2.200	over rec
General Revenue Grant	346.438	346.438	0.000	296.947	296.947	0.000	-
General Revenue Grant – COVID19	66.385	65.954	(0.431)	11.360	11.360	0.000	-
Non-Domestic Rates	226.179	226.179	0.000	193.868	193.868	0.000	-
Transfer from Reserves	34.676	34.676	0.000	34.676	34.676	0.000	-
<b>Total Income</b>	<b>810.559</b>	<b>812.694</b>	<b>2.135</b>	<b>654.177</b>	<b>656.377</b>	<b>2.200</b>	<b>over rec</b>
<b>Net Expenditure / (Income)</b>	<b>0.000</b>	<b>(27.026)</b>	<b>27.026</b>	<b>23.315</b>	<b>13.235</b>	<b>10.080</b>	<b>under</b>

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report (BEFORE Transfers)**  
**Period Ended 26 February 2021 (No.12)**

<u>Budget Category</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Budget Proportion to 26/02/21	Actual to Period 12 26/02/21 BEFORE Transfers	Variance to 26/02/21	
	£m	£m	£m	£m	£m	£m	
<b>Service Departments:</b>							
<b>Expenditure</b>							
Employee Cost	535.118	545.539	(10.421)	472.367	477.129	(4.762)	over
Property Costs	54.061	59.133	(5.072)	46.448	50.035	(3.587)	over
Supplies and Services	53.759	53.952	(0.193)	46.194	41.399	4.795	under
Transport Costs	42.204	40.786	1.418	37.924	36.240	1.684	under
Administration Costs	16.946	16.076	0.870	14.325	13.537	0.788	under
Payments to Other Bodies	147.678	144.143	3.535	125.479	122.921	2.558	under
Payments to Contractors	200.960	214.676	(13.716)	167.807	178.318	(10.511)	over
Transfer Payments	6.353	6.541	(0.188)	6.100	6.119	(0.019)	over
Housing Benefits	70.856	69.744	1.112	60.556	59.368	1.188	under
Financing Charges (controllable)	2.089	2.209	(0.120)	2.002	2.192	(0.190)	over
<b>Total</b>	<b>1,130.024</b>	<b>1,152.799</b>	<b>(22.775)</b>	<b>979.202</b>	<b>987.258</b>	<b>(8.056)</b>	<b>over</b>
Service Departments Total	1,130.024	1,152.799	(22.775)	979.202	987.258	(8.056)	over
CFCR	3.398	3.398	0.000	0.000	0.000	0.000	-
Loan Charges	40.843	37.843	3.000	35.008	32.437	2.571	under
Corporate Items	3.804	2.873	0.931	0.415	0.115	0.300	under
Corporate Items - COVID-19	60.278	29.679	30.599	24.275	3.242	21.033	under
Corporate Items - 21/22 Strategy	14.289	0.000	14.289	0.000	0.000	0.000	-
<b>Total Expenditure</b>	<b>1,252.636</b>	<b>1,226.592</b>	<b>26.044</b>	<b>1,038.900</b>	<b>1,023.052</b>	<b>15.848</b>	<b>under</b>
<b>Income</b>							
Housing Benefit Subsidy	65.542	64.951	(0.591)	55.659	54.756	(0.903)	under rec
Other Income	376.535	375.973	(0.562)	305.749	298.684	(7.065)	under rec
Council Tax (Net of Council Tax Reduction Scheme)	136.881	139.447	2.566	117.326	119.526	2.200	over rec
General Revenue Grant	346.438	346.438	0.000	296.947	296.947	0.000	-
General Revenue Grant - COVID-19	66.385	65.954	(0.431)	11.360	11.360	0.000	-
Non Domestic Rates	226.179	226.179	0.000	193.868	193.868	0.000	-
Transfer from Reserves	34.676	34.676	0.000	34.676	34.676	0.000	-
<b>Total Income</b>	<b>1,252.636</b>	<b>1,253.618</b>	<b>0.982</b>	<b>1,015.585</b>	<b>1,009.817</b>	<b>(5.768)</b>	<b>under rec</b>
<b>Net Expenditure / (Income)</b>	<b>0.000</b>	<b>(27.026)</b>	<b>27.026</b>	<b>23.315</b>	<b>13.235</b>	<b>10.080</b>	<b>under</b>

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report (AFTER Transfers)**  
**Period Ended 26 January 2021 (No.12)**

<u>Committee</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 26/02/21	Actual to Period 12 26/02/21	Variance to 26/02/21	
	£m	£m	£m	£m	£m	£m	
<b>Departments:</b>							
<b>Community and Enterprise Resources</b>	<b>109.638</b>	<b>117.807</b>	<b>(8.169)</b>	<b>112.984</b>	<b>120.050</b>	<b>(7.066)</b>	<b>over</b>
Facilities, Waste and Grounds	67.193	67.595	(0.402)	58.466	58.775	(0.309)	over
Fleet, Environmental and Projects	1.072	1.838	(0.766)	0.728	1.451	(0.723)	over
Leisure and Culture Services	19.538	19.503	0.035	19.239	19.204	0.035	under
Planning and Economic Development	2.120	2.766	(0.646)	18.235	18.372	(0.137)	over
Roads	19.715	21.404	(1.689)	16.316	17.786	(1.470)	over
COVID-19	0.000	4.701	(4.701)	0.000	4.462	(4.462)	over
<b>Education Resources</b>	<b>351.403</b>	<b>364.154</b>	<b>(12.751)</b>	<b>301.718</b>	<b>308.305</b>	<b>(6.587)</b>	<b>over</b>
Education	351.403	351.399	0.004	301.718	301.321	0.397	under
COVID-19	0.000	12.755	(12.755)	0.000	6.984	(6.984)	over
<b>Finance and Corporate Resources</b>	<b>35.756</b>	<b>42.949</b>	<b>(7.193)</b>	<b>38.514</b>	<b>44.907</b>	<b>(6.393)</b>	<b>over</b>
Finance Services - Strategy	1.965	1.966	(0.001)	3.251	3.244	0.007	under
Finance Services - Transactions	13.686	13.684	0.002	14.451	14.504	(0.053)	over
Audit and Compliance Services	0.330	0.330	0.000	0.516	0.516	0.000	-
Information Technology Services	5.192	5.505	(0.313)	6.084	6.407	(0.323)	over
Communications and Strategy Services	1.022	1.037	(0.015)	1.275	1.256	0.019	under
Administration and Licensing Services	4.222	4.773	(0.551)	4.478	4.971	(0.493)	over
Personnel Services	9.339	9.341	(0.002)	8.459	8.382	0.077	under
COVID-19	0.000	6.313	(6.313)	0.000	5.627	(5.627)	over
<b>Housing and Technical Resources</b>	<b>15.746</b>	<b>17.993</b>	<b>(2.247)</b>	<b>13.805</b>	<b>15.589</b>	<b>(1.784)</b>	<b>over</b>
Housing Services	9.080	8.925	0.155	6.028	5.950	0.078	under
Property Services	6.666	7.803	(1.137)	7.777	8.855	(1.078)	over
COVID-19	0.000	1.265	(1.265)	0.000	0.784	(0.784)	over
<b>Social Work Resources</b>	<b>173.159</b>	<b>173.538</b>	<b>(0.379)</b>	<b>148.713</b>	<b>149.022</b>	<b>(0.309)</b>	<b>over</b>
Performance and Support Services	8.056	7.756	0.300	7.684	7.451	0.233	under
Children and Families	36.449	36.757	(0.308)	32.363	32.560	(0.197)	over
Adults and Older People	127.134	127.177	(0.043)	107.722	107.785	(0.063)	over
Justice and Substance Misuse	1.520	1.478	0.042	0.944	0.914	0.030	under
COVID-19	0.000	0.370	(0.370)	0.000	0.312	(0.312)	over
<b>Joint Boards</b>	<b>2.245</b>	<b>2.245</b>	<b>0.000</b>	<b>2.060</b>	<b>2.060</b>	<b>0.000</b>	<b>-</b>
	<b>687.947</b>	<b>718.686</b>	<b>(30.739)</b>	<b>617.794</b>	<b>639.933</b>	<b>(22.139)</b>	<b>over</b>

<u>Committee</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 26/02/21	Actual to Period 12 26/02/21	Variance to 26/02/21	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	687.947	718.686	(30.739)	617.794	639.933	(22.139)	over
CFCR	3.398	3.398	0.000	0.000	0.000	0.000	-
Loan Charges	40.843	40.843	0.000	35.008	35.008	0.000	-
Corporate Items	3.804	3.636	0.168	0.415	0.115	0.300	under
Corporate Items - COVID-19	60.278	29.679	30.599	24.275	3.242	21.033	under
Corporate Items - 2020/2021 Strategy	14.289	14.289	0.000	0.000	0.000	0.000	-
<b>Total Expenditure</b>	<b>810.559</b>	<b>810.531</b>	<b>0.028</b>	<b>677.492</b>	<b>678.298</b>	<b>(0.806)</b>	<b>over</b>
Council Tax	159.471	161.236	1.765	136.689	138.202	1.513	over rec
Less: Council Tax Reduction Scheme	(22.590)	(21.789)	0.801	(19.363)	(18.676)	0.687	under
Net Council Tax	136.881	139.447	2.566	117.326	119.526	2.200	over rec
General Revenue Grant	346.438	346.438	0.000	296.947	296.947	0.000	-
General Revenue Grant - COVID-19	66.385	65.954	(0.431)	11.360	11.360	0.000	-
Non-Domestic Rates	226.179	226.179	0.000	193.868	193.868	0.000	-
Transfer from Reserves	34.676	34.676	0.000	34.676	34.676	0.000	-
<b>Total Income</b>	<b>810.559</b>	<b>812.694</b>	<b>2.135</b>	<b>654.177</b>	<b>656.377</b>	<b>2.200</b>	<b>over rec</b>
<b>Net Expenditure / (Income)</b>	<b>0.000</b>	<b>(2.163)</b>	<b>2.163</b>	<b>23.315</b>	<b>21.921</b>	<b>1.394</b>	<b>under</b>

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report (AFTER Transfers)**  
**Period Ended 26 February 2021 (No.12)**

<u>Budget Category</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 26/02/21	Actual to Period 12 26/02/21 AFTER Transfers	Variance to 26/02/21	
	£m	£m	£m	£m	£m	£m	
<b>Service Departments:</b>							
<b>Expenditure</b>							
Employee Cost	535.118	546.423	(11.305)	472.367	477.945	(5.578)	over
Property Costs	54.061	59.205	(5.144)	46.448	50.105	(3.657)	over
Supplies and Services	53.759	56.855	(3.096)	46.194	43.901	2.293	under
Transport Costs	42.204	40.856	1.348	37.924	36.305	1.619	under
Administration Costs	16.946	16.102	0.844	14.325	13.562	0.763	under
Payments to Other Bodies	147.678	146.762	0.916	125.479	125.339	0.140	under
Payments to Contractors	200.960	214.843	(13.883)	167.807	178.472	(10.665)	over
Transfer Payments	6.353	6.541	(0.188)	6.100	6.119	(0.019)	over
Housing Benefits	70.856	69.744	1.112	60.556	59.368	1.188	under
Financing Charges (controllable)	2.089	2.209	(0.120)	2.002	2.192	(0.190)	over
<b>Total</b>	<b>1,130.024</b>	<b>1,159.540</b>	<b>(29.516)</b>	<b>979.202</b>	<b>993.308</b>	<b>(14.106)</b>	<b>over</b>
Service Departments Total	1,130.024	1,159.540	(29.516)	979.202	993.308	(14.106)	over
CFCR	3.398	3.398	0.000	0.000	0.000	0.000	-
Loan Charges	40.843	40.843	0.000	35.008	35.008	0.000	-
Corporate Items	3.804	3.636	0.168	0.415	0.115	0.300	under
Corporate Items - COVID-19	60.278	29.679	30.599	24.275	3.242	21.033	under
Corporate Items - 21/22 Strategy	14.289	14.289	0.000	0.000	0.000	0.000	-
<b>Total Expenditure</b>	<b>1,252.636</b>	<b>1,251.385</b>	<b>1.251</b>	<b>1,038.900</b>	<b>1,031.673</b>	<b>7.227</b>	<b>under</b>
<b>Income</b>							
Housing Benefit Subsidy	65.542	64.951	(0.591)	55.659	54.756	(0.903)	under rec
Other Income	376.535	375.903	(0.632)	305.749	298.619	(7.130)	under rec
Council Tax (Net of Council Tax Reduction Scheme)	136.881	139.447	2.566	117.326	119.526	2.200	over rec
General Revenue Grant	346.438	346.438	0.000	296.947	296.947	0.000	-
General Revenue Grant - COVID-19	66.385	65.954	(0.431)	11.360	11.360	0.000	-
Non Domestic Rates	226.179	226.179	0.000	193.868	193.868	0.000	-
Transfer from Reserves	34.676	34.676	0.000	34.676	34.676	0.000	-
<b>Total Income</b>	<b>1,252.636</b>	<b>1,253.548</b>	<b>0.912</b>	<b>1,015.585</b>	<b>1,009.752</b>	<b>(5.833)</b>	<b>under rec</b>
<b>Net Expenditure / (Income)</b>	<b>0.000</b>	<b>(2.163)</b>	<b>2.163</b>	<b>23.315</b>	<b>21.921</b>	<b>1.394</b>	<b>under</b>

**Proposed Transfers to Reserves**

Purpose / Description	Resource	Value £m
<b>Resources</b>		
<b>Parent Pay Development</b> Contribution to meet the costs of the development of the Parent Pay system.	Community and Enterprise	0.070
<b>Crematorium Sinking Fund</b> Annual contribution to the Crematorium sinking fund for the future replacement of the mercury filters and brick works	Community and Enterprise	0.025
<b>Electric Sweeper – Payback</b> Ring-fenced reserves used to manage purchase of electric vehicles in short term which have to be repaid over next few year. This contribution is the first repayment.	Community and Enterprise	0.065
<b>Restoration works – Alexander Park, Stonehouse</b> Funding required to rectify the landslip and re-instate a core path in Alexander Hamilton Memorial Park for health and safety reasons	Community and Enterprise	0.077
<b>Fleet Sinking Fund</b> Annual contribution to cover the expected future costs of replacing ramp equipment at the Fleet depot in the Hamilton International Technology Park.	Community and Enterprise	0.045
<b>Local Plan</b> To fund ongoing costs in relation to progressing the new local development plan to adoption.	Community and Enterprise	0.025
<b>Business Support</b> Contribution to assist in funding the anticipated increase in demand for support from local business in 2021/2022 as a result of the ongoing economic fallout from the COVID19 pandemic.	Community and Enterprise	0.140
<b>Total Community and Enterprise Resources</b>		<b>0.447</b>
<b>Pupil Equity Fund</b> The funding received from the Government can be used up to the end of the school term (June 2021). The underspend reflects the element of the funding that will be utilised in April to June 2021.	Education	2.450
<b>Early Years 1140 Hours</b> This transfer relates to the underspend on the current year grant allocation to be carried forward to meet the commitments in line with the spend profile of the project.	Education	3.811
<b>Total Education Resources</b>		<b>6.261</b>
<b>Sanitary Products</b> This transfer relates to the underspend on the current year grant allocation to be carried forward to meet commitments.	Finance and Corporate	0.072
<b>Men's Shed</b> This contribution is required as it is match funding required to secure Lottery funding for extension of the contract.	Finance and Corporate	0.025
<b>British Sign Language</b> This transfer relates to funding to enable the implementation of the British Sign Language (Scotland) Bill which was not fully used in the current year. The funding is required to meet commitments in 2021/2022.	Finance and Corporate	0.006
<b>Total Finance and Corporate Resources</b>		<b>0.103</b>
<b>Total Resource Proposed Transfers to Reserves</b>		<b>6.811</b>
<b>Loan Charges</b>		
<b>Winter Maintenance Fund</b> Contribution required to ensure there is an ability to manage underspends and overspends on winter activity across financial years.	Loan Charges	1.000
<b>Insurance Fund</b> The contribution will allow the increased costs of insurance to be met from the fund for a further year covering 2021/22.	Loan Charges	1.000
<b>Strategic Waste Fund</b> The contribution will the Council to continue to meet the costs of the Councils waste service from 2021/22.	Loan Charges	1.000
<b>Total Loan Charges Proposed Transfers to Reserves</b>		<b>3.000</b>
<b>Corporate Items</b>		
<b>Central Energy Efficiency Fund (CEEF)</b> Resources are allocated funding from the CEEF Reserve to pay for spend to save projects which they repay over future years from the revenue savings generated by the project. This transfer represents the payback of savings from Resources and allows the Reserve to be regenerated for use on future projects.	Corporate Items	0.181
<b>Council Tax Second Homes</b> This transfer represents the over recovery of income from Council Tax on second homes included in the Council's Council Tax income line. This is required to be transferred to the Housing Revenue Account for use on social housing.	Corporate Items	0.582
<b>Total Corporate Proposed Transfers to Reserves</b>		<b>0.763</b>
<b>Total Proposed Transfers to Reserves</b>		<b>10.574</b>
<b>2021/2022 Revenue Budget Strategy – Loans Fund Review</b> The Executive Committee (June 2020) agreed that the 2020/2021 underspend generated by the Loans Fund Review would be transferred to reserves for use in future years budget strategies.	Corporate Items – 2021/2022 Strategy	8.900
<b>2021/2022 Revenue Budget Strategy – Capital Funding</b> The Executive Committee (June 2020) agreed that as a result of COVID-19, and the fact that the Capital Programme did not need this funding this year, the £5.389 million would be transferred to reserves for use in the 2021/2022 Revenue Budget Strategy.	Corporate Items – 2021/2022 Strategy	5.389
<b>Total 2021/2022 Revenue Budget Strategy Approved Transfers</b>		<b>14.289</b>
<b>Total Transfers to Reserves</b>		<b>24.863</b>

## COVID-19 Expenditure to 26 February 2021

## Additional Costs

Service	Description of Cost	Value £m
<b>Community and Enterprise Resources</b>		
Facilities, Waste and Grounds (FWG)	Staffing costs supporting COVID response	0.165
Fleet, Environmental and Projects	Staffing costs supporting COVID response	0.189
Planning and Economic Development	Staffing costs supporting COVID response	0.129
All Services	PPE, Equipment and cleaning materials for staff.	0.541
FWG	New booking system for special uplifts	0.010
FWG	Temporary Mortuary Costs and Shelving / Racking for Bereavement Services	0.143
FWG	Food Costs - Social Work and Homelessness	0.011
All Services	IT Costs to facilitate home working	0.015
All Services	Fleet costs including fuel supporting COVID19 response	0.404
FWG and Fleet, Environmental and Projects	Printing and Stationery, signage and mobile phones	0.049
FWG	Increase in domestic waste tonnage and costs at civic amenity sites including security	1.483
FWG	Webcast system and live webcasts	0.026
Leisure	Impact of lost income on SLLCT establishments	1.269
FWG	Grounds Start up costs – Purchase of Machinery - Grounds	0.028
<b>Education Resources</b>		
Schools	Supply Teachers (April, May and June)	0.502
Support Services	Education Additional Staffing (to December)	0.125
YFCL	Hub School Janitors (April and May)	0.020
YFCL	YFCL Sessional Additional Hours (April and May)	0.061
YFCL	Track and Trace	0.004
YFCL	YFCL Summer Hubs (July / August)	0.226
Schools	Additional Teachers	2.372
Schools	Additional School Support Assistants (to December)	0.194
Schools	Additional Cleaning	0.644
Schools	Facilities Orders (Hand sanitisers / soap dispensers / bins / wipes / hand towels)	0.762
ELC	ELC Works	0.043
Schools	Additional Utilities - ventilation required	0.312
Schools / ELC	Central Orders (Gloves/wipes/aprons/ visors / masks)	0.942
Schools / ELC	Hub Schools and Early Years Supplies / Materials	0.134
Schools	Schools Hand Washing Supplies / Home Working Materials etc	0.025
Schools	Hub Schools Replenishment of Supplies / Materials	0.023
Schools	ICT - Primary Refresh Out of Hours Work and ICT for Support Staff	0.123
Schools	Winter Clothing Payments	0.050
Schools	Digital Inclusion	0.186
Schools	Signage / Posters / Stickers	0.062
Schools	Equity / Information Activity Packs	0.024
ELC	ELC Provision to Key workers	0.043
Schools	Footwear and Clothing Grants (additional claimants)	0.107
<b>Finance and Corporate Resources</b>		
IT Services	IT related spend to allow home working	0.284
Finance (Transactions), Personnel and Communications and Strategy	Additional staff costs to process Business Grants, Scottish Welfare Fund applications, work on Wellbeing line and provision of additional information on social media.	0.762
All	PPE, Telephones and mail to support COVID response	0.257
Finance (Transactions)	Benefits costs associated with homeless use of Bed and Breakfast	0.060
Finance (Transactions)	Expenditure on Financial Insecurity Items – Winter Fuel Payments, Free School Meals for Children self-isolating, assistance to tenants, foodbank expenditure, tenancies.	0.987

Service	Description of Cost	Value £m
Finance (Transactions)	£100 Winter Payments	0.994
Finance (Transactions)	Expenditure on Flexible Fund – Winter Payments and Temporary Accommodation payments	0.743
Finance (Transactions)	Free School Meals – School holidays (includes additional school closure days due to lockdown)	1.540
<b>Housing and Technical Resources</b>		
Housing and Property Services	Temporary accommodation costs for homeless people, set up costs for temporary mortuary facility and the cost of PPE for housing and property services staff.	0.684
Housing and Property Services	Expenditure on Flexible Fund – Assistance to tenancies	0.100
<b>Social Work Resources</b>		
Children & Family, Justice	Staffing costs to maintain service in children's home, support to vulnerable families and young people and costs related to the early release from prison	0.274
Children & Family, Justice	Expenditure on Financial Insecurity Items - grant payments	0.038
<b>Total Additional Costs as at Period 12</b>		<b>18.169</b>

#### Council Tax and Council Tax Reduction Scheme (CTRS)

Service	Description of Lost Income	Value £m
Council Tax	Loss of 2020/21 Council Tax Income including cancelled Direct Debits at end January 2021	0.000
Council Tax	Loss of Council Tax arrears collection income at end January 2021	0.000
CTRS	Cost of additional payments as at end February 2021	0.000
<b>Additional Cost/Lost Income as at Period 12</b>		<b>0.000</b>

#### Expenditure on Food Fund

Service	Description of Cost	Value £m
Corporate Items	Expenditure on Food Fund related items including Free School Meals provision, paypoint costs for Free School Meals, provision of meals to hubs and social work and food to vulnerable households	3.242
<b>Additional Costs as at Period 12</b>		<b>3.242</b>

#### Lost Income

Service	Description of Lost Income	Value £m
<b>Community and Enterprise Resources</b>		
Planning and Economic Development	Reduced income from Planning applications	0.332
Roads	Reduced Parking income and income from Roads Act legislation	1.796
Facilities, Waste and Grounds	Reduced school meals, milk subsidy, care of gardens, special uplifts, sale of bins income	2.366
Fleet, Environmental and Projects	Reduced income from taxi inspections.	0.045
<b>Education Resources</b>		
Early Years	Reduced income from Early Years Fees, playgroups and nursery milk claims	0.381
Support Services	Reduced income from Music Tuition fees	0.122
Support Services	Reduced income from Privilege transport	0.017
<b>Finance and Corporate Resources</b>		
Communications and Strategy	Reduced print room income.	0.051
Administration, Legal and Licensing	Reduced income for Licensing and Registration	0.387
Administration, Legal and Licensing	Reduced Legal Fees income	0.030
Finance (Transactions)	Reduced commission income for childcare due to homeworking	0.009
<b>Total Lost Income as at Period 12</b>		<b>5.536</b>



**Unachieved Savings**

Service	Description of Unachieved Savings	Value £m
<b>Community and Enterprise Resources</b>		
Facilities, Streets, Waste and Grounds	Implementation of work pattern changes within Grounds	0.092
<b>Education Resources</b>		
Support Services	Support Services	0.030
Schools	Curriculum and Quality Improvement Service Budget Realignment	0.020
Early Years	Employment of Early Learning and Childcare Graduates	0.049
<b>Finance and Corporate Resources</b>		
IT	IT Staffing Structure	0.295
Administration, Legal and Licensing	Licensing and Registration Fee Income	0.031
<b>Unachieved Savings as at Period 12</b>		<b>0.517</b>

**Unspent Budget**

Service	Description of Lost Income	Value £m
<b>Community and Enterprise Resources</b>		
Facilities, Waste and Grounds	Reduced expenditure on food purchases	(1.661)
Facilities, Waste and Grounds	Reduced expenditure on fuel in Street Cleaning	(0.079)
Facilities, Waste and Grounds	Reduced expenditure on fireworks display	(0.020)
Planning and Economic Development	Reduced expenditure due to cancellation of Christmas events	(0.045)
Roads	Reduced expenditure on flooding works	(0.092)
All	Reduced expenditure on multi-function devices and postages	(0.013)
<b>Education Resources</b>		
Support Services	West Partnership Income	(0.012)
Schools	Rates	(0.236)
YFCL	Breakfast Clubs and Holiday Lunch Clubs	(0.674)
All	Reduced expenditure on multi-function devices	(0.053)
<b>Finance and Corporate Resources</b>		
All	Reduced expenditure on multi-function devices and postages	(0.019)
Corporate Items	Rates	(0.285)
<b>Unspent Budget as at Period 12</b>		<b>(3.189)</b>

<b>Net Cost of COVID-19 as at Period 12</b>	<b>24.275</b>
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**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report**  
**Period Ended 26 February 2021 (No.12)**  
**Housing Revenue Account**

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 26/02/21</b>	<b>Actual 26/02/21</b>	<b>Variance 26/02/21</b>		<b>% Variance 26/02/21</b>	<b>Notes</b>
Employee Costs	13,721	13,384	337	12,196	12,017	179	under	1.5%	1
Property Costs	46,661	47,752	(1,091)	37,086	37,261	(175)	over	(0.5%)	2
Supplies & Services	996	809	187	720	671	49	under	6.8%	
Transport & Plant	195	223	(28)	166	169	(3)	over	(1.8%)	
Administration Costs	5,644	5,632	12	4,287	4,285	2	under	0.0%	
Payments to Other Bodies	3,176	3,130	46	2,854	2,848	6	under	0.2%	
Payments to Contractors	100	131	(31)	89	94	(5)	over	(5.6%)	
Transfer Payments	0	0	0	0	0	0	-	0.0%	
Financing Charges	18,134	18,142	(8)	18,201	18,211	(10)	over	(0.1%)	a
<b>Total Controllable Exp.</b>	<b>88,627</b>	<b>89,203</b>	<b>(576)</b>	<b>75,599</b>	<b>75,556</b>	<b>43</b>	<b>under</b>	<b>0.1%</b>	
Total Controllable Inc.	(107,634)	(105,901)	(1,733)	(87,364)	(85,743)	(1,621)	under recovered	(1.9%)	3
Transfer to/(from) Balance Sheet	3,418	1,109	2,309	2,322	744	1,578	over recovered	(68.0%)	4, a
<b>Net Controllable Exp.</b>	<b>(15,589)</b>	<b>(15,589)</b>	<b>0</b>	<b>(9,443)</b>	<b>(9,443)</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	
Loan Charges	15,589	15,589	0	11,788	11,788	0	-		
<b>Net Controllable Exp.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,345</b>	<b>2,345</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	

**Variance Explanations****1. Employee Costs**

This underspend reflects the level of turnover within the Service.

**2. Property Costs**

This overspend reflects an increase in the level of demand for repairs and maintenance, following the easing of lockdown restrictions and recharges from property services for fixed costs.

**3. Income**

The under recovery of income reflects the delay in the level of additional new build properties due to COVID19 lockdown and income from insurance commissions.

**4. Transfer to/(from) Balance Sheet**

This reflects the current anticipated year end transfer from reserves. The transfer will depend on the final outturn, and currently the transfer required is higher than anticipated due to the under recovery of income as a result of COVID19 lockdown.

**Virements**

- a. The Capital Financed by Current Revenue (CFCR) budget is amended to reflect the approved capital programme and transferred to Reserves net Nil:- Transfers to/(from) Balance Sheet £1.314m and Financing Charges (£1.314m).

# Report

5

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>28 April 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

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

1.1. The purpose of the report is to:-

- ♦ advise Members of additional funding that has been made available to the Council by the Scottish Government and other external sources since the last report to this Committee (10 March 2021).

## 2. Recommendation(s)

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

- (1) that the additional revenue funding of £56.101 million, as detailed at Appendix 1 of the report, be noted.

## 3. Background

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

## 4. Employee Implications

4.1. None.

## 5. Financial Implications

- 5.1. Additional revenue funding of £40.246 million has been identified for 2020/2021 and £15.855 million for 2021/2022 .
- 5.2. Resource budgets will be updated to reflect this additional funding as required and, where appropriate, details of spending plans will be presented to Resource Committees for approval.

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

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

## **7. Other Implications**

- 7.1. There are no other implications in terms of the information contained in this report.

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

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

**Paul Manning**

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

23 March 2021

### **Link(s) to Council Objectives/Values**

- ◆ Accountable, Effective and Efficient

### **Previous References**

- ◆ Executive Committee, 10 March 2021

### **List of Background Papers**

- ◆ Additional Funding Reports:-  
4 February 2021 to 17 March 2021

### **Contact for Further Information**

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

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Additional Revenue Funding

<b>Resource</b>	<b>Description</b>	<b>2020 / 2021  £m</b>	<b>2021 / 2022  £m</b>	<b>Total  £m</b>	<b>Method</b>
Community and Enterprise	COVID - Strategic Framework Business Fund - One-Off Top Up	11.370	0.000	<b>11.370</b>	Scottish Government Grant
Education Resources	COVID - Education Recovery funding	4.221	0.000	<b>4.221</b>	Scottish Government Grant
Education Resources	COVID - £26.7m Teachers / Support Staff	1.734	0.000	<b>1.734</b>	Scottish Government Grant
Education Resources	COVID - £25m Teachers / Support Staff	1.624	0.000	<b>1.624</b>	Scottish Government Grant
Education Resources	Foundation Apprenticeships	0.000	0.526	<b>0.526</b>	Skills Development Scotland
Finance and Corporate Resources	COVID - FSM (March)	0.326	0.000	<b>0.326</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - FSM (Easter)	0.297	0.000	<b>0.297</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - Balance of Winter Hardship funding	0.131	0.000	<b>0.131</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - Loss of Income	3.354	0.000	<b>3.354</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - Local Self Isolation Assistance	0.124	0.000	<b>0.124</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - £275m Flexible Funding	13.480	0.000	<b>13.480</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - Additional £20m Financial Insecurity	1.244	0.000	<b>1.244</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - Additional £15m Flexible Funding	0.894	0.000	<b>0.894</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - Spring Hardship Payment	1.186	0.000	<b>1.186</b>	Scottish Government Grant
Finance and Corporate Resources	COVID - £259m Flexible Funding	0.000	15.329	<b>15.329</b>	Scottish Government Grant
Finance and Corporate Resources	Parental Employability Support Fund Boost	0.261	0.000	<b>0.261</b>	Scottish Government Grant
	<b>TOTAL REVENUE FUNDING</b>	<b>40.246</b>	<b>15.855</b>	<b>56.101</b>	



# Report

**6**

Report to: **Executive Committee**  
 Date of Meeting: **28 April 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Resource Plans and Connect Reporting 2021-22**

## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ Present the 2021-22 Resource Plans for consideration and approval by the Committee.

## **2. Recommendation(s)**

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

- (1) that the draft Resource Plans, attached at Appendix 1, be approved
- (2) that the key issues and areas of interest identified within the Resource Plans, detailed at Table 1, be noted;
- (3) that the number and spread of measures to be reported against Resource Plans and the Council Plan Connect in 2021-22, shown at table 2, be noted; and
- (4) that the Resource Plans be referred to individual Resource Committees for noting and performance monitoring at Q2 and Q4.

## **3. Background**

- 3.1. The 2020-21 Resource Plans were reviewed and developed according to a new shorter format and revised Resource Planning Guidance. This resulted in a suite of Plans which were much shorter and more sharply focused on priorities than previously.
- 3.2. The draft Resource Plans for 2021-22 have been developed in line with the new format and to a timetable which brings them forward for approval at an earlier point in the year than previously. This achieves a closer alignment of planning, reporting and budget-setting cycles.
- 3.3. This report presents the draft Resource Plans for consideration and approval. It also provides an overview of how the Council Plan, Connect, will be reported in this financial year.

## **4. Resource Plans 2021-22**

### **Horizon-scanning for key areas of focus**

- 4.1. As in the 2020-21 Plans, Resources have undertaken a horizon-scanning and situational-awareness exercise covering Social Change, Legislation and Policies; Areas for Improvement, including LGBF, customer views and external inspection results, and other triggers for action such as top risks.

- 4.2. From this exercise, a maximum of ten areas are selected for inclusion and development in the Resource Plans. These are shown in table 1 below to illustrate the key themes across the council for 2021-22.

**Table 1: Key areas of focus in draft Resource Plans 2021-22**

Community and Enterprise	<ul style="list-style-type: none"> <li>• Covid-19 Response and Recovery</li> <li>• Economic Recovery and Renewal</li> <li>• Service Response to EU Exit</li> <li>• Sustainable Development and Climate Change</li> <li>• Fair, Healthy and Sustainable Food System</li> <li>• Zero Waste Plan and Circular Economy</li> <li>• Glasgow City Region City Deal</li> <li>• The Future Delivery of Culture and Leisure Provision</li> <li>• Legislative and Policy Changes</li> </ul>
Education	<ul style="list-style-type: none"> <li>• COVID-19 Response and Recovery</li> <li>• Delivery of safe environments</li> <li>• Health and Wellbeing</li> <li>• Curriculum, learning and assessment</li> <li>• Digital inclusion and remote learning</li> <li>• Early learning and childcare</li> <li>• Communication and engagement</li> </ul>
Finance and Corporate	<ul style="list-style-type: none"> <li>• Covid 19- response and recovery</li> <li>• Deliver effective Employability Services to support Economic Recovery</li> <li>• Financial Strategy</li> <li>• Develop a programme of Service Reviews supporting Service Recovery</li> <li>• Deepening Community Engagement</li> <li>• EU Exit</li> <li>• Strategic digital developments</li> <li>• Embed Equalities and Workforce Planning in Recovery Process</li> <li>• Renewing corporate planning</li> <li>• Community Wealth Building</li> </ul>
Housing and Technical	<ul style="list-style-type: none"> <li>• COVID-19 - Response and Recovery</li> <li>• Service Response to EU Exit</li> <li>• Financial Considerations</li> <li>• Preventing and Alleviating Homelessness</li> <li>• Continuing to improve the supply and availability of housing</li> <li>• Provision of Services to Gypsy/Travellers</li> <li>• Health and Social Care</li> <li>• Development of Integrated Housing and Property Management System</li> <li>• Health and Safety</li> <li>• Asset Management</li> </ul>
Social Work	<ul style="list-style-type: none"> <li>• COVID - 19 Response and Recovery</li> <li>• Delivering the strategic commissioning plan intentions</li> <li>• Transformation and service improvement programme</li> <li>• Independent review of adult social care</li> <li>• Challenges and service demand</li> <li>• Top risks</li> <li>• Statutory requirements</li> </ul>



- 4.3. The draft Resource Plans for 2021-22 are attached at Appendix 1. As well as the key areas of focus for the year ahead summarised in table 1 above, they contain details of the actions which will be progressed in the year together with the performance measures which will be used to monitor progress and achievement.
- 4.4. Bringing the draft Resource Plans before Executive Committee at this stage in the year achieves a closer alignment of the planning, reporting and budget-setting cycles. It also provides an overview of strategic planning across all Resources which has not been available before. Implementing this approach represents a change to the usual sequence of Resource Plan approval and monitoring. Once approved by Committee, the Resource Plans will be presented at the next round of Resource Committees for noting and subsequent monitoring.

## 5. Resource Plans – objectives, measures and the link to Connect

- 5.1. Resources have used the four Connect priorities to generate their own Resource outcomes, supported by a range of actions and measures. Recognising that the council continually aims to improve and ensure effective and efficient use of resources, additional actions and measures have been developed under the heading Delivering the Plan and achieving Best Value.
- 5.2. For 2021-22, a total of 316 measures have been identified within the draft Resource Plans. This compares with 230 measures for 2020-21, an increase of 86 (37%). Of those, 101 (32%) have been identified for reporting progress of Connect. This compares with 89 (39%) measures reported against Connect in 2020-21.
- 5.3. **Table 2** below shows the number of measures within each Resource Plan and the proposed number of measures to be reported against Connect in 2021-22. Resource Plan measures are checked against the 'Next Steps' in the Council Plan to assess coverage, to ensure that progress reporting is consistent, comprehensive and relevant to the vision and ambitions as set out in the Council Plan.
- 5.4. The figures shown below are based on the draft Resource Plans attached at Appendix 1. The final number and balance of measures may vary on conclusion of internal cross-checking exercises to enhance consistency and reduce duplication.

**Table 2: Change in number of measures to be reported against Resource Plans and Connect 2020-21 to 2021-22**

	Number of measures	
	2020-21	2021-22
Community and Enterprise	45	46
Education	24	111
Finance and Corporate	48	51
Housing and Technical	76	67
Social Work	37	41
<b>TOTAL (Resource Plans)</b>	<b>230</b>	<b>316</b>
<b>Council Plan, Connect</b>	<b>89</b>	<b>101</b>

## 6. Next steps

- 6.1. The approach taken for the 2021-22 Resource Plans means that they have been developed considerably earlier than in previous years. Once approved by Committee, the Resource Plans will be presented at the next round of Resource Committees for noting and subsequent monitoring.

## **7. Employee Implications**

- 7.1. There are no direct employee implications.

## **8. Financial Implications**

- 8.1. There are no direct financial implications.

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

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

## **10. Other Implications**

- 10.1. Considering the detail of the report and identifying actions as appropriate contribute towards effective risk management.

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

- 11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 11.2. Consultation was undertaken internally on the Resource Planning Guidance through an officer group with representation from all Resources.

**Paul Manning**

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

25 March 2021

### **Link(s) to Council Objective**

- Promote Performance Management and Improvement

### **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:-

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

E-mail: Tom.Little@southlanarkshire.gov.uk



**Community and Enterprise Resources**

## **Community and Enterprise Resource Plan 2021-22**

Section	Contents
1.0	Introduction
2.0	Key areas of focus for the year ahead
3.0	Resource outcomes
4.0	Measures and actions
5.0	Resourcing the plan

## Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year. Our resource comprises four key service areas:

- Facilities, Waste and Grounds Services
- Roads and Transportation Services
- Fleet and Environmental Services
- Planning and Economic Development Services

Community and Enterprise Resources employs 3,377 people who together provide a wide range of services for local communities, including:

- maintaining our road network to support safe and effective transport, and promoting active travel
- procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport
- protecting public health through the delivery of environmental health services
- providing trading standards to protect consumers and communities
- providing planning and building standard services which guide and control physical development and land use in the area
- promoting economic development/recovery and delivering support for local businesses
- supporting town centres and physical regeneration
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces
- collecting and disposing of waste and encouraging recycling
- providing bereavement services
- leading the council in developing and promoting sustainability, and
- leading the council in promoting and developing a fair, healthy, and sustainable food system

The resource also has a significant role to play in managing the relationship between the council and South Lanarkshire Leisure and Culture (SLLC). SLLC, on behalf of the council, promotes the health and wellbeing of South Lanarkshire residents through the council's museum, libraries, cultural venues, arts centres, indoor and outdoor sports and leisure centres, community halls and country parks.

This Resource Plan has been prepared in the context of the Covid-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all resources have prepared Recovery Plans which will continue to be developed in parallel with the Resource Plans.

**Michael McGlynn**  
**Executive Director**  
**Community and Enterprise Resources**

## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

The key areas of focus for Community and Enterprise Resources during 2021-22 are outlined below.

**2.1. Covid-19 Response and Recovery** Throughout the past year, the council has had to respond to the global pandemic, ensuring that essential services could continue to be delivered safely. Many different arrangements have had to be made and, in some instances, services had to take on additional commitments that proved necessary because of Covid-19. It is hoped that during 2021-22 focus will be able to shift more towards recovery.

**2.2. Economic Recovery and Renewal** Economic recovery from the pandemic will incorporate the principles of community wealth building and be framed around three key themes:

**People** Targeted and bespoke active labour market policies alongside up-skilling and re-skilling the workforce and safeguarding apprenticeships.

**Place** Support economic infrastructure investment programmes, including measures to strengthen the delivery and maximise the impact of City Deal and capital projects, and support our town centres. The council, as a planning and roads authority, has a key role to play in facilitating the building of new homes, roads, business premises and other infrastructure which will create and safeguard jobs and boost the economy.

**Business** New business starts, sustaining and growing existing businesses and a focus on supply chain management, building the capacity and capability of companies in local and export markets.

Work will be coordinated in partnership through the newly established pan-Lanarkshire Economic Forum (LEF).

**2.3. Service Response to EU Exit** Potential consequences from the EU exit for Community and Enterprise Resources include limited procurement options and contract restrictions, loss of EU funding, changes to free movement of trade and people and increased demand on business support services. In addition, there could be additional demand on council services due to reduced growth forecasts and higher unemployment following impacts on exchange rates, investment, migrant workers, supply chain interruptions and customs and regulatory issues. The resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

**2.4. Sustainable Development and Climate Change** The council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. A new Bill was passed by the Scottish Parliament in September 2019 committing Scotland to net-zero greenhouse gas emissions by 2045, with interim targets of 75% 2030, 90% by 2040 (against 1990 baseline). The Scottish Government also has an ambition to be carbon neutral by 2040.

It is expected that, as a public body, the council leads by example and uses its role to influence area-wide climate change action and sustainability. Community and Enterprise Resources has a key role in delivering aspects of the council's Sustainable Development and Climate Change Strategy and the Biodiversity Duty Implementation Plan, and climate change and sustainability will continue to be placed centre stage in the wake of the Covid-19 pandemic.

**2.5. Fair, Healthy and Sustainable Food System** The council is committed to contributing to the improvement of the quality of life of everyone in South Lanarkshire through the development of a Good Food Council where food is celebrated, supports healthy life and wellbeing, is affordable and accessible to all, encourages a fair and inclusive food economy, has limited impacts on the environment and climate change, and promote animal welfare. The Good Food Strategy (2020-2025) which is aligned with the national priority to make Scotland a Good Food Nation, provides a framework for actions to progress towards this vision. Community and Enterprise Resource has a key role in monitoring and implementing the strategy together with other resources and in collaboration with partners and third sector organisations. Working with partners and community is playing a pivotal role in driving and coordinating effective community food responses to Covid-19.

**2.6. Zero Waste Plan and Circular Economy** Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society, where all waste is seen as a resource i.e., waste is minimised, and valuable resources are not disposed of in landfill. The plan sets challenging targets for the recycling and composting of domestic waste by local authorities. To meet these targets, the resource is continuing to promote waste minimisation, reuse and recycling within South Lanarkshire.

Last year the Scottish Government also made a commitment to introduce legislation on developing Scotland's circular economy. A circular economy is one in which resources are kept in use for as long as possible, to help benefit: the **environment**, by cutting waste and carbon emissions; the **economy**, by improving productivity and opening up new markets; and **communities**, by providing local employment opportunities. The council will incorporate the circular economy principals across all its resources; however, Procurement and Waste Services will have a key role to play.

**2.7. Glasgow City Region City Deal** As part of the City Deal, the resource is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is due to complete during 2021-22. Proposals in relation to Stewartfield Way will be developed through the preparation of the outline business case.

The council is also leading another City Deal project (the Community Growth Areas) in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. This involves promoting private sector house building (up to 9,000 new homes, including affordable housing) and supporting the development of new schools and community facilities.

**2.8. The Future Delivery of Culture and Leisure Provision** The council and South Lanarkshire Leisure and Culture have been working closely together to review and determine the future requirements for leisure and cultural services in South Lanarkshire. This work has been led by a Cross Party Working Group made up of elected members from each of South Lanarkshire's political parties. During 2021-22, detailed proposals will be developed to ensure that leisure and cultural services are sustainable and fit for purpose in the future, and that;

- the right mix of services are provided within each area in order to meet the future needs of our residents;
- services are delivered within available finances;
- services make an impact on improving community health and wellbeing;
- participation levels are increased, especially amongst target groups such as disengaged young people, people with physical and mental health illness, the ageing population and those who are economically disadvantaged; and,

- services are prioritised, which may mean withdrawing from some of the more peripheral activities, or reducing the level of service in areas where there is over provision or where participation is declining.

**2.9. Legislative and Policy Changes** New and revised legislation will also impact on the work of the resource during 2021-22, including:

- **The Planning (Scotland) Act 2019** - aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- **Transport (Scotland) Act 2019** - designed to help make Scotland's transport network cleaner, smarter and more accessible. It provides local transport authorities with powers to establish and operate municipal bus companies and for local authorities to manage vehicle emissions via the establishment of Low Emission Zones. The Act requires the production of a national strategy in relation to transport and this has been published. Emerging themes from the new National Transport Strategy include economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions. Another key provision of the Act is to prohibit the parking of vehicles on pavements, prohibit double parking and prohibit parking adjacent to dropped footways and to provide local authorities with powers to enforce these prohibitions. This provision will have significant employee and financial resourcing issues and timescales and details of how this part of the Act will be implemented are awaited.
- **The New Food Law Rating Scheme (FLRS)** - combines the rating systems for Food Hygiene and Food Standards into one Food Law Intervention scheme based upon a new Food Business performance model that will target resources on high to medium risk and non-compliant businesses and will result in an increased emphasis on food standards.
- **Food and Nutrition in Schools Act 2020** – requires the council to create menus that reflect the standards set out in the Food and Nutrition in Schools Act 2020 and national obesity strategy, to continue to keep food waste at a minimum through unit monitoring and pre-ordering, to purchase Scottish products where available and economically possible and to continue to introduce initiatives to increase uptake of school lunches.



## Section Three – Resource outcomes

### 3.1. Resource Outcomes

Community and Enterprise Resources has established the following resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
<b>Ensure communities are safe, strong and sustainable</b>	<ul style="list-style-type: none"> <li>• High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest</li> <li>• Successful and sustainable communities</li> <li>• The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably</li> <li>• Consumers and communities are protected and public health is safeguarded</li> <li>• Vacant, derelict and contaminated land is brought back into productive use</li> <li>• Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth</li> </ul>
<b>Promote sustainable and inclusive economic growth and tackle disadvantage</b>	<ul style="list-style-type: none"> <li>• A fairer, inclusive, sustainable and low carbon local economy</li> <li>• South Lanarkshire is an attractive place to start, grow and locate a business</li> <li>• All roads, footways and bridges and associated infrastructure are safe and fit for purpose</li> <li>• Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel</li> </ul>
<b>Get it right for children and young people</b>	<ul style="list-style-type: none"> <li>• No resource outcomes for this priority</li> </ul>
<b>Improve health, care and wellbeing</b>	<ul style="list-style-type: none"> <li>• All school and nursery children have access to nutritious school meals</li> <li>• All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life</li> </ul>

### 3.2. Delivering the Plan and achieving Best Value

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

<b>Delivering the Plan and achieving Best Value</b>	<ul style="list-style-type: none"> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> </ul>
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## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

The impact of Covid-19 continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance.

<b>Resource Outcome:</b>	High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest				
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>	
1. Percentage of streets found to be acceptable during LEAMS <sup>1</sup> survey	94.8%	>94.8%	C6.8 LGBF	Facilities, Waste and Grounds	
2. Land Audit Management System grounds maintenance score <sup>2</sup>	72.0	>72.0	C6.8	Facilities, Waste and Grounds	
<b>Resource Outcome:</b>	Successful and sustainable communities				
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>	
3. Percentage of total household waste that is recycled	46.4%	>50.0%	C6.8 LGBF SDCCS	Facilities, Waste and Grounds	
4. Percentage of household waste sent to landfill in 2021	25.2%	TBC <sup>3</sup>	SDCCS	Facilities, Waste and Grounds	
5. Percentage of properties with Superfast Broadband >30Mbps	95.8%	>96.5%	LGBF	Planning and Economic Development	
6. Town vacancy rates (vacant retail units as a percentage of the total units)	12.8%	<11.7% <sup>4</sup>	LGBF	Planning and Economic Development	
<b>Resource Outcome:</b>	The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably				
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>	
7. Reduction in the council's greenhouse gas emissions achieved by March 2022, compared to 2020-21 (buildings, waste, street lighting, transport)	TBC <sup>5</sup>	5% reduction	SDCCS	Facilities, Waste and Grounds	

<sup>1</sup> Local Environmental Audit and Management System (LEAMS)

<sup>2</sup> LAMS measures the quality of the grounds maintenance service, based on 6 surveys per year

<sup>3</sup> Target will be an improvement (reduction) on 2020-21 figure (to be confirmed)

<sup>4</sup> Target reflects 2019-20 Scottish average figure

<sup>5</sup> Baseline will be set at 2020-21 outturn figure (to be confirmed)

<b>Resource Outcome:</b>	Consumers and communities are protected and public health is safeguarded			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
8. Broad compliance with food law statutory requirements secured in premises	87.9%	>85.0% <sup>6</sup>	C6.7	Fleet and Environmental
<b>Resource Outcome:</b>	Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
9. Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	38.5%	>38.5%	LGBF	Planning and Economic Development
10. Percentage of all planning applications approved	96.9%	>95.0% <sup>7</sup>	C6.1	Planning and Economic Development
<b>Resource Outcome:</b>	South Lanarkshire is an attractive place to start, grow and locate a business			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target<sup>8</sup></b>	<b>Links</b>	<b>Service</b>
11. Number of business support interventions per annum by Economic Development (grants, loans or advice)	1,562	>1,500	C7.4	Planning and Economic Development
12. Number of jobs created or sustained per annum as a direct result of Economic Development intervention	943	>350	C7.4	Planning and Economic Development
13. Increased value of sales generated by businesses as a direct result of Economic Development intervention	£11.91	>£5m	C7.4	Planning and Economic Development
14. Maintain 3 year business survival rate	60.8%	>62%	C7.4	Planning and Economic Development
15. Number of business gateway start-ups per 10,000 population	14.0	>15.6	LGBF	Planning and Economic Development

<sup>6</sup> Target remains below baseline to reflect the introduction of a new scoring system by Foods Standards Scotland during 2021-22

<sup>7</sup> Target remains below baseline but is above the Scottish average (94.2%). This measure demonstrates that the Planning Service is committed to working with developers to achieve a high-quality outcome. Applications are only refused where a proposal fails to comply with policy.

<sup>8</sup> Economic Development targets were adjusted in 2020-21 in response to Covid-19, and will remain the same for 2021-22

<b>Resource Outcome:</b>	All roads, footways and bridges and associated infrastructure are safe and fit for purpose				
<b>Measure</b>		<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
16. Percentage of the road network resurfaced during 2021-22		3.4%	>2.4% <sup>9</sup>	C5.1	Roads and Transportation
17. Percentage of our road network that should be considered for maintenance treatment (Road Condition Index)		30.6%	<30.6%	C5.1	Roads and Transportation
18. Contribute to the national road casualty reduction targets: Number of casualties in South Lanarkshire during 2021		431	<431 <sup>10</sup>	CSS	Roads and Transportation
<b>Resource Outcome:</b>	All school and nursery children have access to nutritious school meals				
<b>Measure</b>		<b>Baseline</b>	<b>Annual target<sup>11</sup></b>	<b>Links</b>	<b>Service</b>
19. Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)		59.3%	>59.3%	C3.5	Facilities, Waste and Grounds
20. Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)		47.3%	>47.3%	C3.5	Facilities, Waste and Grounds
21. Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative		288,486	>288,486	C3.5	Facilities, Waste and Grounds

**Note:**

**South Lanarkshire Leisure and Culture (SLLC)**

SLLC facilities closed on 18 March 2020 in line with Government guidance to combat Covid-19. Many of the facilities have remained closed for a considerable period of time, and others re-opened and then closed down again at short notice, in response to further restrictions. It is not therefore possible to establish meaningful baselines and targets for 2021-22, in terms of attendance and participation levels. These measures are not included in this Resource Plan, with the focus instead on the continuing work of the Cross Party Working Group to shape and determine the future requirements for leisure and cultural services in South Lanarkshire.

<sup>9</sup> Target reflects 2021-22 capital budget

<sup>10</sup> Target will be an improvement (reduction) on 2019 figure, as 2020 figure is artificially low due to Covid-19 travel restrictions

<sup>11</sup> School meal targets will be an improvement (increase) on the 2019-20 levels, as provision was significantly disrupted during 2020-21 due to Covid-19

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

<b>Resource Outcome:</b> High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
1. Progress the development of a new Litter Strategy (2022 – 2027) to promote the new Code of Practice on Litter and Refuse (COPLAR), with particular emphasis on prevention	Engage with other local authorities to determine areas of best practice, by September 2021	SDCCS	Facilities, Waste and Grounds
	Complete initial stakeholder engagement and consultation on proposed outcomes, outputs and activities, by September 2021	SDCCS	Facilities, Waste and Grounds

<b>Resource Outcome:</b> Successful and sustainable communities			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
2. Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Implement year two of the Good Food Strategy (2020-2025) Action Plan and monitor its impacts, particularly in relation to food insecurity and poverty as a result of Covid-19	C3.7	Facilities, Waste and Grounds
3. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Review and update existing town centre strategies to establish the impact and outcomes of Covid-19	C6.2	Planning and Economic Development

<b>Resource Outcome:</b> The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
4. Review and conclude the council's Sustainable Development and Climate Change Strategy (2017-2022), and develop the new strategy (2022-2027)	Complete review and development sessions with various stakeholders including council officers, local community groups, members of the public, young people in schools and further education, Community Planning Partners, and local businesses, by August 2021	-	Facilities, Waste and Grounds
	Develop a draft strategy for the Climate Change and Sustainability Committee approval by September 2021	-	Facilities, Waste and Grounds
	Undertake a public consultation on the draft strategy and Strategic Environmental Assessment by December 2021	-	Facilities, Waste and Grounds

<b>Resource Outcome:</b> The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably			
Action	Steps we will take to deliver our actions	Links	Service
	Develop final strategy for the Climate Change and Sustainability Committee approval by March 2022	6.11 SDCCS	Facilities, Waste and Grounds
5. Create the conditions for the decarbonisation of the council's fleet	Implement year two of the Fleet Strategy (2020-2025) Action Plan and monitor its impacts, including emissions reduction levels and the trialling of new technologies	SDCCS	Fleet and Environmental

<b>Resource Outcome:</b> Consumers and communities are protected, and public health is safeguarded			
Action	Steps we will take to deliver our actions	Links	Service
6. Safeguard health by improving air quality	Implement the Air Quality Action Plan	SSDCS	Fleet and Environmental

<b>Resource Outcome:</b> A fairer, inclusive, sustainable and low carbon local economy			
Action	Steps we will take to deliver our actions	Links	Service
7. Establish a framework for action to support the recovery and renew the South Lanarkshire economy	Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business, for Committee approval by June 2021	C7.1 SDCCS	Planning and Economic Development
8. Support Glasgow City Region City Deal development programmes	Prepare Business Case approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	C7.1	Planning and Economic Development

<b>Resource Outcome:</b> South Lanarkshire is an attractive place to start, grow and locate a business			
Action	Steps we will take to deliver our actions	Links	Service
9. Lead on local economic recovery for South Lanarkshire businesses	Promote local economic support networks and contribute to the Lanarkshire Economic Forum (LEF)	-	Planning and Economic Development
	Support Business Gateway services under the new contract, deliver business support grants to businesses, and monitor uptake and outcomes linked to employment, higher value jobs, increased turnover, internationalisation, innovation and inclusive growth	-	Planning and Economic Development

<b>Resource Outcome:</b> South Lanarkshire is an attractive place to start, grow and locate a business			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
10. Prioritise business development advice, support and financial assistance to ensure businesses are able to continue to operate, whilst creating the right conditions for low carbon economic growth	Deliver programmes, services, and events to businesses around sectors, location, and themes (e.g., food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise)	C7.4	Planning and Economic Development
	Manage the Supplier Development Programme to deliver events, training and e-commerce support to SME's or third sector organisations who are interested in working with the public sector	C7.5	Planning and Economic Development

<b>Resource Outcome:</b> Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
11. Provide road and transportation infrastructure improvements to support new developments including those undertaken as part of the City Deal	Progress / deliver prioritised road infrastructure improvements in line with available external and internal capital funding for 2021-22	C5.3	Roads and Transportation
	Complete Greenhills Road major transport infrastructure project	C5.3	Roads and Transportation
	Development of the outline business case for the Stewartfield Way Sustainable Transport Capacity Enhancement Project and associated supporting technical assessments / designs	C5.3	Roads and Transportation
12. Enable greater use of public transport by working with partners to improve public transport infrastructure	Progress / deliver prioritised improvements to bus and rail infrastructure (e.g. park and ride) in line with agreed Park and Ride Strategy (2018-2027) and available external funding for 2021-22	C5.4 SDCCS	Roads and Transportation
13. Encourage active travel by extending our network of cycle routes	Progress / deliver walking and cycling projects / schemes in line with agreed 2021-22 capital programme	C5.5 SDCCS	Roads and Transportation
14. Implement Spaces for People projects	Complete the four Spaces for People projects in line with available funding, taking cognisance of Covid-19 restrictions / developments and government guidance	SDCCS	Roads and Transportation



<b>Resource Outcome:</b> Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
15. Promote continued growth and regeneration through sustainable economic and social development within a low carbon economy, and guide decision making on the location of new development and regeneration	Adopt Local Development Plan 2	C6.1	Planning and Economic Development
16. Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal projects	Progress Community Growth Area sites in accordance with the criteria and programme that is specified in the South Lanarkshire Local Development Plan and City Deal	C6.3	Planning and Economic Development

<b>Resource Outcome:</b> Vacant, derelict and contaminated land is brought back into productive use			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
17. Identify and manage contaminated land within the statutory regulatory framework	Implement the Contaminated Land Strategy for South Lanarkshire	C6.8	Fleet and Environmental
18. Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework for 2021-22	C6.8	Planning and Economic Development

<b>Resource Outcome:</b> All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
19. Redefine the future delivery of culture and leisure provision in South Lanarkshire	Develop a Strategic Framework for South Lanarkshire Leisure and Culture (2021-2026) for Committee approval by June 2021	SLLC CPWG	South Lanarkshire Leisure and Culture

<b>Resource Outcome:</b> Deliver and communicate the Council Plan and ensure high standards of governance			
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
20. Improve resilience / emergency preparedness for the council	Increase awareness of resilience planning initiatives and practices, and consider lessons learned from Covid-19 to build resilience and better respond to future crises	Good Gov	Roads and Transportation



## Section Five – Resourcing the Plan

### 5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2021-22.

### 5.1. Revenue Budget 2021-22

The resource has a Net Revenue Budget of £135.912 million for 2021-22. The table below allocates this budget across the services:

<b>NET Budget by Service</b>	<b>2021-22</b>	
<b>Detail</b>	<b>£ million</b>	<b>%</b>
Facilities, Waste, and Grounds	69.839	51
Roads and Transportation	32.361	24
Planning and Economic Development	7.508	6
Fleet and Environmental	0.248	0
South Lanarkshire Leisure and Culture Ltd	25.956	19
<b>Total</b>	<b>135.912</b>	<b>100</b>

### 5.2. Capital Budget 2021-22

The following capital budget of £40.223 million is allocated to the resource for 2021-22:

<b>Capital Programme 2021-22</b>	
<b>Service</b>	<b>£ million</b>
Facilities, Waste, and Grounds	3.124
Roads and Transportation	18.198
Planning and Economic Development	18.901
Fleet and Environmental	-
<b>Total</b>	<b>40.223</b>

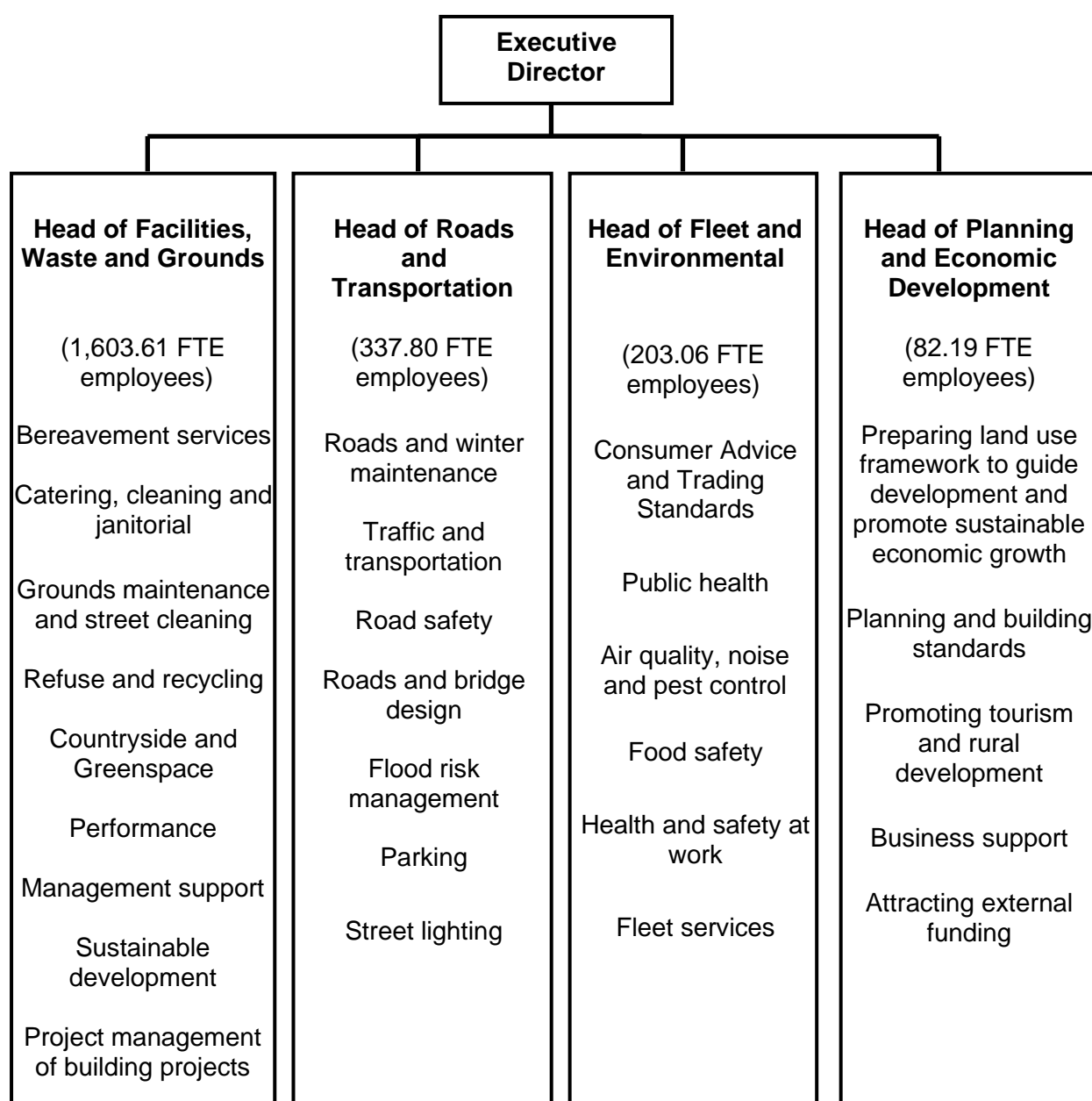
### 5.3. Resource Employees

Community and Enterprise Resources has 3,377 employees, as at the end of December 2020: 3,288 employees within the four services and 89 employees across the Directorate, Performance and Development and Support Teams. We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows:

Service	Number of employees
Facilities, Waste, and Grounds	2,610
Roads and Transportation	349
Fleet and Environmental	240
Planning and Economic Development	89
Directorate, Performance and Development and Support Teams	89
<b>Total</b>	<b>3,377</b>

## 5.4. Organisational structure



# **Education**

## **Resource Plan 2021/2022**

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## Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year. This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will continue to be developed in parallel with the Resource Plans.

Looking back over the year there is no doubt that the global Covid-19 pandemic has changed the complexion of education throughout Scotland. Some of these changes will last well beyond the current challenges we face. For example, the innovative methods used to support remote learning have enabled us to develop a more personalised approach for learners.

As we prepared our annual Education Resources Plan, it is clear that we need to continue to be flexible on how we deliver a curriculum that meets the needs of all our learners, is based on high quality learning and teaching and is underpinned by a focus on health and wellbeing. Of course, engagement with families and communities continues to be pivotal in all that we do.

We have seen during this year the vital role that education plays in the lives of our community and the difference staff make on a day to day basis for individual children and young people.

Our schools have dealt with many challenges this year including a further period of remote learning and the cancellation of the SQA examinations and I do acknowledge that it has been a worrying time for many learners, staff and families. However, it has been encouraging to see the resilience shown by our children and young people during this period. It has also been heartening to see our nurseries, schools and services continue to support high aspirations for our learners and recognise the achievements of children and young people in a range of areas.

Therefore, our Resource Plan this year will focus on our steps for recovery and is designed around the following:-

- Continuing to deliver education in a safe environment;
- Supporting wellbeing;
- Focussing on the curriculum, learning and assessment to meet the needs of all learners, with a particular focus on closing the poverty related attainment gap; and
- Maximising digital inclusion.

We will also take account of the recommendations and outcomes arising from a number of national reviews, for example, on the impact of poverty on attainment; empowerment; and the highly influential reports on Scottish education from the International Council of Education Advisers (ICEA) on equity and excellence, and the findings from the Organisation for Economic Co-operation and Development (OECD) on their review of Curriculum for Excellence.

I believe, *'that our unity is our strength, as is our ability to make a difference to the lives of young people'*. We want children and young people to receive the best education possible through high quality learning experiences and to be supported to achieve their potential, and this remains our aim.

We have benefited from our work within the West Partnership Regional Improvement Collaborative. This year saw the introduction of West Online Schools (West OS) and the pre-recorded lessons developed by West OS have been used by all of our schools and thousands of our teachers and young people. This is clear demonstration of how the West Partnership can be of value. We will continue to ensure we share practice and gain a collective benefit from the expertise across our region.

Finally, I would like to take this opportunity to thank our staff for their commitment and dedication in continuing to adapt to the changing landscape and in providing high quality learning experiences, and the difference this makes to the lives of our learners and their families on a daily basis.

**Tony McDaid**  
**Executive Director**  
**Education Resources**

**Our Vision**  
 Improve the quality of life of everyone in South Lanarkshire

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

# inspire transform strengthen



**Our Purpose:**

To raise achievement and attainment, inspire learners, transform learning, and work in partnership to strengthen our communities.

**Our priorities are to:**

Raise standards in literacy and numeracy and close the poverty-related attainment gap.

Improve health and wellbeing to enable children and families to flourish.

Support children and young people to develop their skills for learning, life and work.

Ensure inclusion and equality are at the heart of what we do.

**To take forward our priorities we will:**

- › Provide high-quality learning experiences for all
- › Deliver a meaningful curriculum to support the learner journey
- › Use evidence to effect improvement
- › Build leadership capacity within a strong framework of governance
- › Encourage innovation and creativity
- › Strengthen our partnership working

## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

In our Resource Plan we have set out a range of performance measures and things we plan to do under the four objectives we have set out in 'our strategy on a page'. We have further identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year and beyond. These are outlined briefly below.

### 2.1. Covid-19 response and recovery

Throughout 2020/21, the Council responded to the Global Pandemic, ensuring that essential services could safely operate. Our key areas of focus for the year ahead will be on the following and will be adapted if the need arises due to the Covid19 pandemic.

### 2.2. Delivery of safe environments

- Continue to deliver safe educational environments in line with Scottish Government and Public Health guidance

### 2.3 Health and wellbeing

- Continue to develop approaches to support staff and learner wellbeing, including the implementation of the South Lanarkshire Attachment Strategy
- Continue to support care experienced young people to achieve positive learning outcomes and positive destinations

### 2.4 Curriculum, learning and assessment

- Support recovery across a range of curricular areas and continue to raise attainment in literacy and numeracy and in senior phase qualifications
- Develop a post Covid-19 Equity Strategy to help close the poverty related attainment gap and address poverty factors which impact on families
- Increase the qualifications and skills of young people through targeted programmes
- Extend opportunity for children and young people to participate in a wide range of activities that support achievement
- Progress the implementation of a consistent curriculum tracking, monitoring and reporting system for learners with additional support needs to improve learning outcomes
- Implement the recommendations of national reviews including the Organisation for Economic Co-operation and Development (OECD) review of Curriculum for Excellence

### 2.5 Digital inclusion and remote learning

- Support the ongoing development of approaches to digital learning in order to meet the needs of individual learners and to improve learner outcomes
- Continue to use digital technology to engage with communities and young people

### 2.6 Early learning and childcare

- Ensure the full implementation of 1140 hours early learning and childcare provision to meet the needs of families in local communities

### 2.7. Communication and engagement

- Undertake a survey with schools/services on their needs and aspirations to support learners during session 2021/22 and with parents and families
- Progress activity required to support systemic change that will recognise, respect and promote children's rights line with the UNCRC and its incorporation into domestic law

## Section Three – Resource Outcomes

### 3.1. Resource/outcomes

Education Resources has established the following Resource objectives to support the delivery of Connect priorities in 2021-22.

Council Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> <li>• Improve health and wellbeing to enable children and families to flourish</li> <li>• Support children and young people to develop their skills for learning, life and work</li> <li>• Ensure inclusion and equality are at the heart of what we do</li> </ul>
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> <li>• Raise standards in literacy, numeracy and close the poverty-related attainment gap</li> <li>• Support children and young people to develop their skills for learning, life and work</li> </ul>
Get it right for children and young people	<ul style="list-style-type: none"> <li>• Raise standards in literacy, numeracy and close the poverty-related attainment gap</li> <li>• Improve health and wellbeing to enable children and families to flourish</li> <li>• Ensure inclusion and equality are at the heart of what we do</li> </ul>
Improve health, care and wellbeing	<ul style="list-style-type: none"> <li>• Improve health and wellbeing to enable children and families to flourish</li> <li>• Ensure inclusion and equality are at the heart of what we do</li> </ul>

### 3.2. Delivering the Plan and achieving Best Value

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

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

Delivering the Plan and achieving Best Value	<b>Resource Outcomes</b> <ul style="list-style-type: none"> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> <li>• Promote equality and the wellbeing of staff</li> <li>• Develop improvement activity and promote scrutiny</li> <li>• Improve the skills, flexibility and capacity of the workforce</li> </ul>
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## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

In 2021-22 we will need to be flexible and agile as we take the first steps in our COVID-19 recovery plan and our measures and actions will be subject to review and change in light of this.

### 4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked “TBC” will be set once 2020-21 outturn figures are available.

Resource Outcome:	Raise standards in literacy, numeracy and close the poverty-related attainment gap			
Measure	Baseline	Annual target	Links	Service
1. Percentage of pupils from deprived areas gaining 5 awards at SCQF Level 5 or better	41.8	45.3		CQIS
2. Percentage of pupils from deprived areas gaining 5 awards at SCQF Level 6 or better	18.1	19.8		CQIS
3. Number of learners engaging in Adult Literacy and Numeracy classes through Youth Family and Community Learning	To be set session 20/21	TBC		YFCL
4. 1% increase in number of learners improving their literacy skills.	To be set session 20/21	TBC		YFCL
5. 5% increase in number of learners that have improved digital literacy through Connecting Scotland programme.	To be set session 20/21	TBC		YFCL
6. 1% increase in number of learners achieving nationally recognised awards.	To be set session 20/21	TBC		YFCL
7. Improve the attendance of children and young people at school	92.8	92.8	9.3	CQIS
8. Percentage of pupils gaining 5	63.8	65.8		CQIS

awards at SCQF Level 5 or better				
9. Percentage of pupils gaining 5 awards at SCQF Level 6 or better	36.7	38.2		CQIS
10. Percentage of P1, P4 and P7 pupils attaining the appropriate Curriculum for Excellence level for their stage or better in Literacy	71.7	72.0		CQIS
11. Percentage of P1, P4 and P7 pupils attaining the appropriate Curriculum for Excellence level for their stage or better in Numeracy	78.3	79.0		CQIS
12. Numbers of young people taking up the offer to attend breakfast clubs	To be set session 20/21	TBC		Sup
<b>Resource Outcome:</b>	<b>Improve health and wellbeing to enable children and families to flourish</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
13. Number of staff who have completed level 1 and level 2 awareness training to support the implementation of the Attachment strategy	To be set session 20/21	TBC		EPS
<b>Resource Outcome:</b>	<b>Support children and young people to develop their skills for learning, life and work</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
14. Percentage of pupils entering positive destinations	94.8	96.6	9.8	CQIS
15. Reduce the gap for positive destination outcomes for those pupils in the most deprived 20% data zones	4.3	3.4	9.3	CQIS
16. Provide up to 1000 GradU8 opportunities to young people in the senior phase	To be set session 20/21	TBC		CQIS (YE)
17. Provide up to 400 Foundation Apprenticeship opportunities at Level 4/5 and 150 at Level 6 to young people in the senior phase	To be set session 20/21	TBC		CQIS (YE)
18. Achieve a positive destination rate of 70% for young people participating on Aspire	To be set session 20/21	TBC		CQIS (YE)
19. Achieve a positive destination rate of 85% for young people	To be set session	TBC		CQIS (YE)

participating on GradU8	20/21			
20. Achieve a positive destination rate of 90% for young people participating a Foundation Apprenticeship	To be set session 20/21	TBC		CQIS (YE)
21. Achieve an employment outcome rate of 60% for young people participating in the Youth Guarantee programme	To be set session 20/21	TBC		CQIS (YE)
22. Achieve a positive destination rate of 65% for care experienced young people completing youth employability service programmes	To be set session 20/21	TBC		CQIS (YE)
23. Increase the number of learners participating in nationally recognised awards through participation in Youth Family and Community Learning programmes by 1%	To be set session 20/21	TBC		CQIS (YE)
<b>Resource Outcome:</b>	<b>Ensure inclusion and equality are at the heart of what we do</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
24. Reduce the gap for positive destination outcomes for care experienced young people	9.1	6.5		CQIS
25. Maintain number of learners engaging in English as a Second or Other Language classes.	To be set session 20/21	TBC		YFCL
26. 1% increase in learners who have improved their English language skills.	To be set session 20/21	TBC		YFCL
27. Expand participant engagement in Scottish Youth Parliament Elections by 5% by December 2021.	To be set session 20/21	TBC		YFCL

#### 4.b. What actions will we take in 2020-21?

Resource Outcome:	Raise standards in literacy, numeracy and close the poverty-related attainment gap		
Action	Steps we will take to deliver our actions	Links	Service
1. Implement National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Ensure the full implementation of 1140 hours Early Learning and Childcare from August 2021	9.1	ELCC
	Ensure all Early Learning and Childcare establishments implement national self-evaluation frameworks to continuously improve the quality of provision and outcomes for children and families		ELCC
	Use more effectively the Council's performance outcomes in relation to Early Learning and Childcare against those nationally and internationally to identify areas for improvement and notable practise for dissemination		ELCC
	Report on progress made in respect of the National Action Plan for parental involvement and engagement by January 2022		OPERATIONS
2. Close the equity gap and improve learner outcomes	Develop 'progression in learning' tracking and monitoring materials for eligible children across all Early Learning and Childcare establishments to improve outcomes for children from Autumn 2021		ELCC
	Deliver a high quality enhanced personal and professional qualifications strategy for staff in early years and childcare settings from April 2021		ELCC
	Progress leadership development for all Early Learning and Childcare staff with areas for focused development agreed and published in a learning and training plan to ensure equity and inclusion		ELCC
3. Develop a post Covid-19 Equity Strategy to support schools to adapt and respond to interrupted learning	Use information and intelligence gleaned through centrally developed comprehensive auditing processes to develop plans to support schools with Equity Recovery Strategy		CQIS (BGE)
	Build and deliver a Career Long Professional Learning programme to support Equity Recovery Strategy		CQIS (BGE)
	Self-Evaluation of programme and Strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
	Self-Evaluation of Scottish Attainment Challenge (SAC) schools programme and development of strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
4. Develop digital recovery strategy	Audit, assess and map learner access to digital devices, respond to need where		CQIS (SP)

to support ongoing response to Covid-19 and the possibility of need to revert to remote learning	possible		
	Continue to develop the extensive professional learning programme for staff to respond to ongoing digital requirements		CQIS (SP)
	In partnership with schools continue to develop the professional learning programme for learners/parents/families to respond to ongoing digital requirements		CQIS (SP)
	Continue to further extend and develop the new Early Learning and Childcare Facebook remote learning opportunities for young children and their families		ELCC
5. Use digital technology to engage with learners and families engaging with Youth Family and Community Learning	Maintain numbers of learners engaging with online learning programmes and social media through Youth Family and Community Learning		YFCL
	Enhance the IT skills of those accessing Connecting Scotland programme through 6-month aftercare		YFCL
6. Develop a post Covid-19 Numeracy Strategy to support schools to understand how to develop their numeracy curriculum to recover from interrupted learning	Use information and intelligence gleaned through centrally developed comprehensive auditing processes to develop plans to support schools with Numeracy Recovery including the poverty related attainment gap		CQIS (BGE)
	Build Career Long Professional Learning programme to support recovery strategy		CQIS (BGE)
	Self-Evaluation of programme and strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
7. Develop a post Covid-19 Literacy Strategy to support schools to understand how to develop their literacy curriculum to recover from interrupted learning	Use information and intelligence gleaned through centrally developed comprehensive auditing processes to develop plans to support schools with Literacy Recovery including the poverty related attainment gap		CQIS (BGE)
	Build and deliver Career Long Professional Learning programme to support recovery strategy		CQIS (BGE)
	Self-Evaluation of programme and strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
8. Develop a school improvement strategy to support schools to consider the recovery improvement agenda	Use information and intelligence gleaned through centrally developed comprehensive auditing processes to develop plans to support schools with School Improvement Strategy		CQIS (BGE)
	Build and deliver Career Long Professional Learning programme to support School Improvement strategy		CQIS (BGE)

	Self-Evaluation of programme and Strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
9. Deliver a South Lanarkshire Council Alternative Certification Model for 2021 SQA Qualifications	Continue to develop South Lanarkshire Council subject moderation activities for all qualifications across the estate portfolio		CQIS (SP)
	Develop a Local Authority Level Quality Assurance process to support schools to make valid and robust judgements		CQIS (SP)
10. Ensure effective delivery of tackling poverty policy and raise awareness of the priorities contained in the Local Child Poverty Action Report (LCPAR) across all partner organisations	Undertake a review of the impact of partnership working in achieving better outcomes for children and families and report to the Child Poverty Working Group by June 2021	2.4	IES (CSP)
	Produce and publish a refreshed Local Child Poverty Action Report (LCPAR) by June 2021	2.4	IES (CSP)
	Produce a summary version of the Local Child Poverty Action Report (LCPAR) by August 2021	2.4	IES (CSP)
	Ensure targeted support and positive action for families seeking work through local Early Years and Childcare provision for children aged 2-3 years		ELCC
11. Progress the curriculum tracking, monitoring and reporting system for learners with additional support needs	Develop and deliver a tracking, monitoring and reporting system to improve the learning outcomes for children with additional support needs by June 2022.		IES
12. Complete the implementation of Phase 5 of the rollout of additional hours for Early Learning and Childcare 1140 hours nursery establishments	Implement the action plan for full delivery of 1140 hours and beyond in line with Scottish Government funding allocation	9.1	ELCC
	Evaluate the impact of 1140 hours from August 2021		ELCC
	Ensure the work of the Strategic Group evaluates the full implementation of 1140 hours Early Learning and Childcare on the agreed actions, timeline, and implementation following lockdown		ELCC
<b>Resource Outcome:</b>	<b>Improve health and wellbeing to enable children and families to flourish</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
13. Develop a post Covid-19 Health and Wellbeing Strategy to support schools	Use information and intelligence gleaned through centrally developed comprehensive auditing processes and West Partnership activity to develop plans to support schools with Health and Wellbeing Strategy		CQIS (BGE)
	Build Career Long Professional Learning programme to support Health and		CQIS (BGE)

	Wellbeing strategy		
	Self-Evaluation of programme and Strategy to ensure it is dynamic and responsive to evolving need		CQIS (BGE)
14.Continue to develop approaches to support staff and learner wellbeing	Engage with staff and learners and use their experiences and views to create an integrated, caring and place-based holistic educational approach to wellbeing		IES
	Roll-out the counselling programme for children 10 and over in line with the Scottish Government Framework		IES (EPS)
15.Undertake a needs analysis and consultation on preventative supports, that will inform the design of Community Mental Health supports for children and families	Use evidence based research and the views through consultation and engagement with children, families and services to develop and enhance community mental health supports		IES (EPS)
16.Complete a review of Joint Assessment Team procedures and produce new guidance to support Getting It Right For Every Child, and prompt escalation of concerns	Produce new guidance and procedures for Joint Assessment Teams to ensure consistency of approach and prompt escalation of concerns with the health and wellbeing of the child at the centre of all actions by June 2022.		IES
17.Implement the roll-out of the Attachment strategy to staff in schools and services	Continue to further embed the principles of Attachment in practice throughout schools, establishments and services		IES
	Cascade the awareness raising and training programme to all schools and services		(EPS)
	Plan to assess the impact of the Attachment Strategy in terms of the change to practice and the benefits for learners and families		(EPS)
18.Review current nurture provision across the Council to develop a more coherent approach to nurture across schools in line with the Attachment Strategy	Undertake a review of nurture provision building on the principles of the Attachment to achieve a more consistent and coherent approach to help improve the experiences and outcomes for learners		IES
19.Extend the development and	Children and young people have daily access to outdoor play and they regularly		ELCC



delivery of outdoor learning in early years, primary and secondary schools	experience outdoor play in a natural environment		
20. Provide free and emergency sanitary products with educational establishments	Provide in educational establishments free access to emergency sanitary products for young people		Support Services
21. Provide a caring and secure base and safe haven for young people through the Pathfinder programme	Provide places and support for pupils through the Pathfinder programme in Cambuslang and Rutherglen secondary schools		(EPS)
<b>Resource Outcome:</b>	<b>Support children and young people to develop their skills for learning, life and work</b>		
<b>Action</b>	<b>Measure</b>	<b>Links</b>	
22. Implement the actions in the Developing Scotland's Young Workforce report designed to improve outcomes for learners on a school-by-school basis	Continue to support schools through existing networks to understand the new post COVID-19 employment and education landscape		CQIS (SP)
	Continue to use and share up to date local data to ensure learners are being supported to make informed decisions regarding future careers and course choices		CQIS (SP)
	Continue to develop the range of non-NQ and skills-based qualifications accessible to learners in schools	9.4	CQIS (SP)
	Ensure the commitment of Early Learning and Childcare to Foundation Apprentices Programme. Develop and deliver training and support programme for Foundation Apprentices		ELCC
	Ensure the engagement of 40 modern apprentices for Early Learning and Childcare and continue to deliver training and support programme for 40 Modern Apprentices	9.7	ELCC
23. Support young people to progress to positive post-school destinations	All schools will hold 16+ meetings in March, May and October to identify those young people in need of support to progress to a positive destination		CQIS (YE)
	The Aspire service will provide one to one support and individual action plans for young people in the last 6 months of school and up to 19 years old (24 if care experienced)		CQIS (YE)
	A locality model will be developed with a link Aspire worker identified for each school		CQIS (YE)



24. Support care experienced young people aged 16-24 to develop their skills and experiences to achieve sustained positive destinations	Ensure all available supports are in place to achieve and sustain a positive destination for care experienced young with progress monitored and reported by the Care Experienced Tracking group		CQIS (YE)
	Implement a further roll out of the 'care experienced employability pilot' to increase employment opportunities across the council and with Community Planning Partnership partners by June 2022	9.4	CQIS (YE)
25. Provide opportunities for young people to participate in vocational and employability learning opportunities in the senior phase	Deliver Foundation Apprenticeship programme in partnership with South Lanarkshire College by June 2022	9.7	CQIS (YE)
	Deliver GradU8 programme in partnership with South Lanarkshire College, New College Lanarkshire, and Glasgow City College by June 2022		CQIS (YE)
26. Empower young people to gain nationally recognised awards through Youth Family and Community Learning programmes	Extend the range and pathways for young people to receive accreditation through national awards		YFCL
27. Deliver English for speakers of other languages (ESOL) programmes	Maintain the numbers of learners participating in English for speakers of other languages (ESOL) classes and in achieving accreditation		YFCL
	Establish a baseline to map-out and identify the numbers of learners who achieve successful outcomes and progress to the next stage of learning		YFCL
28. Reinstate, maintain, and further evaluate Breakfast Clubs for all schools	Reinstate and promote Breakfast Clubs across all Learning Communities building on best practice		Support Services
<b>Resource Outcome:</b>	<b>Ensure inclusion and equality are at the heart of what we do</b>		
<b>Action</b>	<b>Measure</b>	<b>Links</b>	<b>Service</b>
29. Deliver safe educational environments in line with Scottish Government and Public Health guidance	Implement safe systems of work, infection control procedures and adapt to Public Health guidance to keep our educational environments safe for children, young people and staff safe		Support Services
30. Continue to support the safe reopening of all educational establishments in line with Scottish	Support schools and services in providing a safe environment for all learners, employees and visitors via effective risk assessment and safe systems of work		Support Services

Government and Public Health advice			
31. Develop a post Covid-19 Sustainability Plan to support schools to understand how to develop their own Sustainability Plan being responsive to whole school Covid-19 Recovery related activities	In partnership with Support Services use information and intelligence gleaned through centrally developed comprehensive auditing processes to develop plans to support schools with Sustainability agenda		CQIS (BGE)
	Signpost to Career Long Professional Learning programme to support sustainability agenda		CQIS (BGE)
	Appoint Development Officer to lead sustainability agenda		CQIS (BGE)
	Develop involvement in COP26 activities including Young Peoples' Sustainability Parliament		CQIS (BGE)
32. Implement agreed climate change actions across Education Resources	Engage with schools, services, children and young people to build a portfolio of good practice on climate change actions which are making a difference		Support Services
33. Raise awareness of the priorities within the Children's Services Plan across all partner organisations ensuring a shared approach and better outcomes	Further develop a set of SMART outcome measures for the Children's Services Plan by June 2021 by building on the work of the Centre for Excellence for Children's Care and Protection (Celsis)		IES (CSP)
34. Raise awareness of the implications of the Children's Rights Bill across the children's services workforce	Produce a Children's Rights Handbook by June 2021 to support staff develop children's rights activity and increase understanding of children's rights		IES (CSP)
	Incorporate a children's rights section into the annual report of the Children's Services Plan by June 2021		IES (CSP)
	Produce a children's services annual report by June 2021 designed to deliver key improvement objectives to support the needs of children, families and communities	2.8	IES (CSP)
35. Publish the South Lanarkshire Community Learning and Development Plan 2021-2024 in line with the Community Learning and Development Regulations and Strategic Guidance	Deliver through the sub-group of South Lanarkshire's Community Learning and Development Partnership a new Plan for 2021-2024 by September 2021		YFCL

36. Provide opportunities for learners to be actively engaged in activities that empower them to influence and shape policy	Develop 'Youth Strategy' in consultation with young people and published by National Youth Work Week (November 2021)		YFCL
37. Ensure professional, review and development and professional update takes place in all schools in line with General Teaching Council Scotland standards	Continue to ensure professional, review and development and professional update takes place in all schools in line with General Teaching Council Scotland standards and within the respective timeframes		CQIS (SP)
38. Develop professional networks as a vehicle to provide leadership learning opportunities for teachers and school leaders	Evaluate existing networks and develop additional networks where need arises		CQIS (BGE)
	Build capacity within networks to develop functionality and possibility of evolving towards a self-sustaining model		CQIS (BGE)
	Develop opportunities for certification/qualification for existing networks		CQIS (BGE)
39. Reduce the annual rate of accidents and violent incidents involving employees	Report the rate of incidents and preventative actions to the Education Resources Committee		Support Services
40. Provide free and emergency sanitary products within education establishments	Continue to maintain the provision of free emergency sanitary products for access by young people		Support Services

CQIS (BGE)- Curriculum and Quality Improvement Service (Broad General Education)  
 CQIS (SP) - Curriculum and Quality Improvement Service (Senior Phase)  
 CQIS (YE) Curriculum and Quality Improvement Service (Youth Employment)  
 IES - Inclusive Education Service  
 YFCL - Youth, Family and Community Learning  
 CSP Children's Services Plan  
 EPS - Educational Psychology Service  
 ELCC - Early Learning and Childcare Service

## Section Five – Resourcing the Plan

### 5.0 Introduction

In this section we consider the resources needed to implement our Plan, including funding and staffing. **This section will be finalised once budgets have been agreed for 2021-22**

### 5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £353.606 million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Central admin	1.845	0.52%
CQIS	1.761	0.50%
Directorate	0.700	0.20%
Early Years	30.282	8.56%
Inclusion	1.008	0.29%
Learning Community	3.441	0.97%
Operations	0.165	0.05%
Primary Schools	124.670	35.26%
Psychological Services	2.254	0.64%
School Modernisation	36.518	10.33%
Secondary Schools	121.338	34.31%
Special School	18.213	5.15%
Support Services	4.04	1.14%
YFCL	6.089	1.72%
Youth Employability	1.282	0.36%
<b>Total</b>	<b>£353.606</b>	<b>100.0</b>

## 5.2. Capital Budget 2021-22

The following capital budget of £17.548 million is allocated to the Resource for 2021-22

<b>Capital Programme 2021-22</b>	
<b>Project</b>	<b>£ million</b>
Accommodation Pressures	1.365
Growth and Capacities	1.245
City Deal projects	5.091
Early Years 1140 hours	7.734
ICT	1.905
Education other	0.208
<b>Total</b>	<b>17.548</b>

The figures above reflect the Capital Programme for 2021/22 as approved by the Executive Committee on 4 November 2020. This is based on projects which are necessary to support ongoing programmes of work, as identified in the Future Capital Investment Strategy, the approved City Deal Programme, the requirements from growth in the Education sector and projects slipped from previous financial years.

A further update to the 2021/22 Capital Programme will be presented to the Executive Committee on 01 June 2021 which will include 2020/21 carry forward and any further slippage identified since the November report.

## 5.3. Resource Employees

Education Resources has 7,007 employees as at December 2020. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees by type is as follows:

<b>Employee Type</b>	<b>Number of employees</b>
Teaching staff	3,967
Local Government staff	3,040
<b>Total</b>	<b>7,007</b>

## 5.4. Organisational structure



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

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## Section One – Introduction

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

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

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

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

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

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

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

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

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

## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

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

### 2.1. Covid 19- response and recovery

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

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

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

### 2.2. Deliver effective Employability Services to support Economic Recovery

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

### 2.3. Financial Strategy

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

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

### 2.4. Develop a programme of Service Reviews supporting Service Recovery

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

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

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

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

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

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

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

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

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

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

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

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

## Section Three – Resource Outcomes

### 3.1. Resource Outcomes

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

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

### 3.2. Delivering the Plan and achieving Best Value

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

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

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

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

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

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



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

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

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

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



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

## Section Five – Resourcing the Plan

### 5.0. Introduction

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

### 5.1. Revenue Budget 2021-22

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

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

### 5.2. Capital Budget 2021-22

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

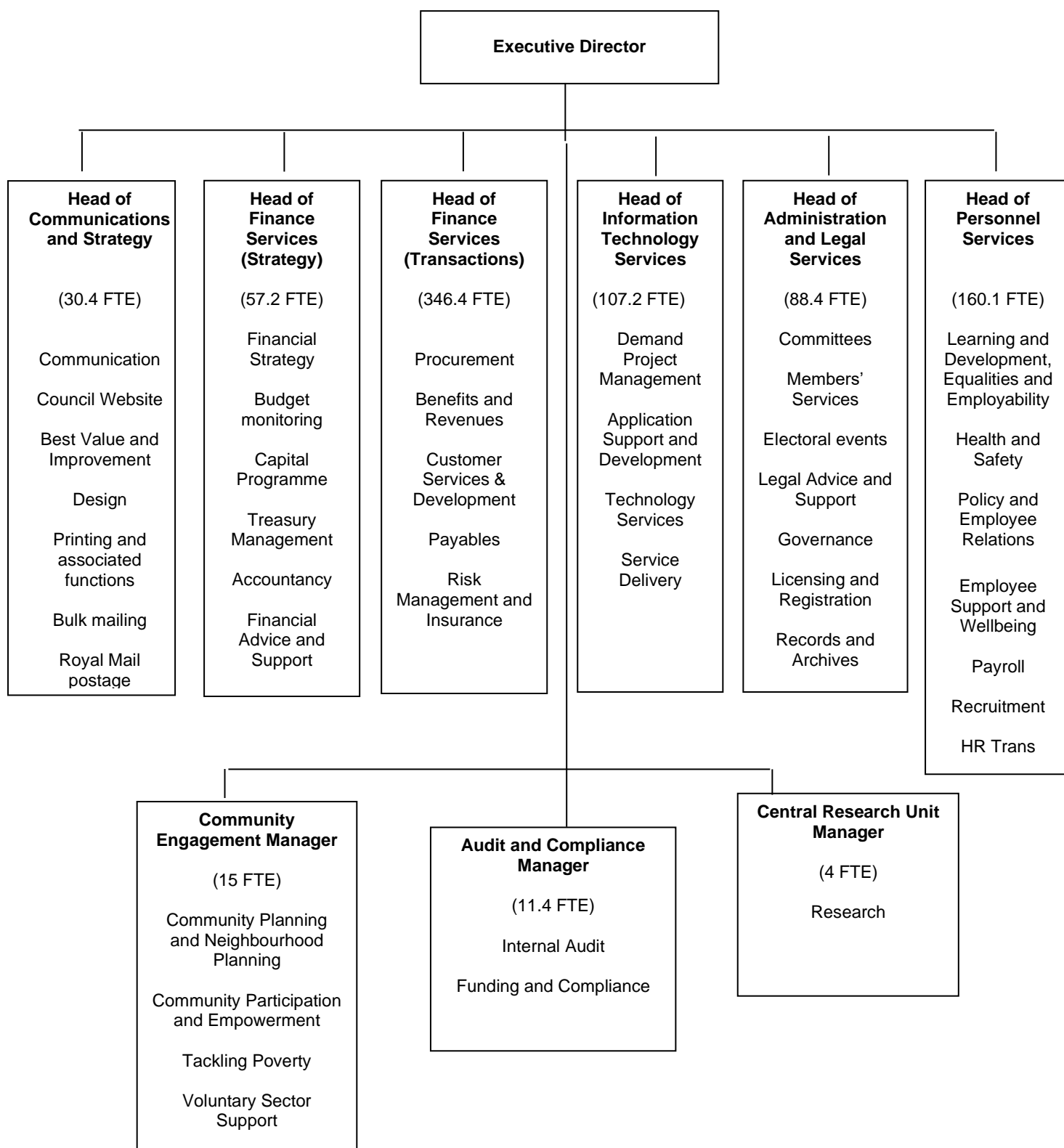
Capital Programme 2020-21	
Project	£ million
Digital Connectivity	0.234
Website / CRM / MDM / Customer Portal /Integration Tools	0.225
Oracle Upgrade	1.335
Caird Replacement	0.311
Climate Change / Digital Transformation	0.500
<b>Total</b>	<b>2.605</b>

### 5.3. Resource Employees

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

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

## 5.4. Organisational structure





**Housing and Technical Resources**

# **Housing and Technical Resource Plan 2021-22**

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<b>2.0</b>	<b>Key areas of focus for the year ahead</b>	<b>2</b>
<b>3.0</b>	<b>Resource outcomes</b>	<b>4</b>
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## Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our intended outcomes and priorities for the coming year. This is the main annual business planning document for the Resource and all of its employees. It reflects the council's key priorities as set out in the Council Plan 'Connect' and provides an overview of the Resource's main areas of activity.

This plan demonstrates our clear commitment to deliver on the priorities set out in 'Connect' and the vision, "to improve the quality of life of everyone in South Lanarkshire".

There are two Services within Housing and Technical Resources which help to ensure that the council operates successfully in an increasingly complex and challenging environment, and although diverse, each service is essential to the running of the council and the delivery of its vision, values and priorities.

**Housing Services** is the fourth largest social landlord in Scotland and is responsible for providing a comprehensive housing management service, managing 25,012 homes, including 34 Sheltered Housing complexes and two sites and services for Gypsy /Traveller community. We provide a homelessness and housing support service, working to prevent and alleviate homelessness; support independent living; improve levels of tenancy sustainment and support vulnerable households in our communities, including refugees. The Service also provides both strategic and support functions across the Resource, contributing to the Council and national agenda, including community safety and the development and delivery of additional affordable homes.

**Property Services** are responsible for managing the council's portfolio of properties and land and is split between three services, Building Services, Assets and Estates and Consultancy Services. These services have a wide range of responsibilities including working with all other Resources to develop, design, procure and, where appropriate, deliver property construction programmes. The Service delivers maintenance works across the property portfolio, including the out of hours repairs service and manages properties for sale and lease and carries out legislative compliance works including electrical testing and gas safety checks. The Service also provides strategic support to the Resource and council for the energy efficiency and sustainability agenda.

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have response plans which will continue to be developed in parallel with the Resource Plans.

**Daniel Lowe**  
**Executive Director**  
**Housing and Technical Resources**

## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

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

### 2.1. COVID-19 - Response and Recovery

The Resource will continue to prioritise ensuring services are delivered to address continuing and emerging challenges presented by COVID-19. Our priority will be placed upon ensuring effective delivery of critical and statutory services, taking full account of the continuing or emerging issues which are faced by customers, employees and the service stemming from COVID-19.

The situation will continue to be monitored closely and effective planning and management systems are in place to ensure that the Resource is able to reinstate aspects of service quickly when it is appropriate and safe to do so. This also includes the implementation of revised service and working arrangements which have been put in place to deliver services in the context of the public health crisis, that have been identified as being both efficient and effective and suitable for permanent implementation.

It is important to recognise that our planning is informed by and dependent on guidance issued by the Scottish Government and therefore our approach will be subject to continual review and change.

### 2.2. Service Response to EU Exit

The potential impacts of the United Kingdom's exit from the European Union continue to be a source of great uncertainty. The potential consequences for the Resource include rising demand on Housing Services, the costs for building materials, supplies and services and possible skills shortages across the construction sector. The Resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

### 2.3. Financial Considerations

In order to continue to maintain, invest and meet legislative requirements for council housing and services, maximising rental income and minimising arrears will continue to be a priority for the Resource. However, we recognise that the current situation will be having a significant impact to the financial capacity or security of many. It is therefore our intention to continue to set affordable rents and provide advice and assistance where necessary to support our tenants and customers, while contributing to the wider tackling poverty agenda.

### 2.4. Preventing and Alleviating Homelessness

The forthcoming year is expected to be a pivotal year for homelessness in South Lanarkshire and the Resource will continue to ensure that services are developed and delivered to meet requirements. We will work closely with our partners to address emerging issues and the priorities identified in the Rapid Re-housing Transition Plan. We will continue to review our supply of temporary & supported accommodation to ensure it is suitable and meets demand and need. We will also continue with our approach in delivering our Housing Options service with a focus on homeless prevention to support and assist people who are homeless or at risk of becoming so and to ensure access to settled accommodation and support services for homeless households.



## **2.5. Continuing to improve the supply and availability of housing**

The Resource will continue to deliver on its Home+ programme to increase the supply of council homes. As well as increasing the supply of affordable housing through new build programme and open market purchase scheme and working with developing RSLs, the Resource will also continue to meet housing needs by letting houses efficiently, effectively and fairly.

## **2.6. Provision of Services to Gypsy/Travellers**

The Resource currently operates two Gypsy/Traveller sites comprising a total of 28 pitches. The Resource will continue to work closely with residents to implement a co-produced investment masterplan for both sites which includes a range of investment activities including the installation of new communal facility, heating improvements, pitch expansions and measures to improve fire safety.

In addition, we are working with both the Scottish Government and COSLA to contribute to the implementation of the national 'Improving the lives of Gypsy/Traveller's' action plan published in 2019. This includes aligning the current local investment priorities and service provision with the national outcomes contained within the plan.

## **2.7. Health and Social Care**

The Resource will continue to contribute to the planning and delivery of services provided through the Health and Social Care partnership and ensure effective alignment in relation to strategic planning for housing and homelessness.

## **2.8. Development of Integrated Housing and Property Management System**

The development and implementation of the new integrated housing and property management system will remain a key priority for the Resource during 2021/22. This will progress in tandem with ensuring effective operation of existing systems to meet statutory and regulatory requirements and further digitisation of services that will enhance our interactions with customers and tackle digital inclusion.

## **2.9. Health and Safety**

Health and Safety legislation and regulations will remain a key area for the Resource to maximise efforts to reduce accidents, and comply with all current and emerging health and safety legislation for Council buildings and Housing, developing and promoting a safe environment for employees and customers.

## **2.10. Asset Management**

The Resource will continue to manage the property and land assets as well as the commercial portfolio of the council, ensuring it continues to meet requirements in terms of scale, location, condition, suitability and corporate image. Corporate Standards will be reviewed to ensure they are kept in a good condition, well maintained, well used and energy and cost efficient.

In relation to Council Housing, a key priority will be to ensure provision of well maintained, appropriate quality housing which meets the need of existing and future tenants. The 2021/22 Capital Programme reflects the level of investment required to continue to maintain the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing (EESH)

## Section Three – Resource outcomes

### 3.1. Resource Outcomes

The Resource has established the following outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"><li>• Availability, quality and access to housing is improved</li><li>• High quality, thriving and sustainable communities</li><li>• Schools and other places of learning are inspirational</li></ul>
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"><li>• The quality of life in the most disadvantaged communities in South Lanarkshire is improved</li></ul>
Get it right for children and young people	<ul style="list-style-type: none"><li>• Protect vulnerable children, young people and adults</li></ul>
Improve health, care and wellbeing	<ul style="list-style-type: none"><li>• Later life is improved</li><li>• Improved health and social care outcomes for all</li></ul>

### 3.2. Delivering the Plan and achieving Best Value

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

The Resource has established the following outcomes to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	<b>Resource Outcomes</b> <ul style="list-style-type: none"><li>• Provide sound financial stewardship for the council</li><li>• Deliver and communicate the Council Plan and ensure high standards of governance</li><li>• Support local democracy, council committees, Integrated Joint Board, elected members and senior managers</li><li>• Promote equality and the well-being of staff</li><li>• Develop and implement effective financial strategies</li><li>• Implement a digital and ICT strategy that meets business needs</li><li>• Develop improvement activity and promote scrutiny</li><li>• Improve the skills, flexibility and capacity of the workforce</li></ul>
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## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked “TBC” will be set once 2020-21 outturn figures are available.

Resource Outcome:	Availability, quality and access to housing is improved			
Measure	Baseline	Annual target	Links	Service
1. % of lets to Urgent housing (UH) need households	51.4%	60%	C4.1	Housing
2. % of homeless households advised of outcome of assessment within 28 days	99.8%	98.0%	SG C4.1	Housing
3. Average length of time in temporary accommodation	102 days	120 days	SG	Housing
4. % of households provided with temporary accommodation	100%	100%	SG	Housing
5. % of temporary accommodation offers refused	6.24%	6.00%	SG	Housing
6. % of new tenancies sustained for more than a year for all lets	90.1%	88%	C4.1 SSHC	Housing
7. Number of times we did not meet our obligation to provide suitable accommodation	0	0	SG	Housing
8. Average time taken to re-let empty properties	22 days	26 days	SSHC	Housing
9. % of Housing Options interventions where Homelessness prevented	63.3%	70%	C4.1	Housing
10. % of rent due in the year that was lost due to voids (Operational void rent loss)	0.49%	0.53%	SSHC	Housing
11. % of total void rent loss	1.35%	1.35%	SSHC	Housing
12. % of tenancy offers refused during the year	30.8%	N/A	SSHC	Housing
13. % of response repairs completed on time	96%	90%	C4.3 SSHC	Property
14. Average length of time to complete emergency repair	3 hours 44 minutes	24 hours (contracted target)	SSHC	Property
15. Average length of time to complete non-emergency repair	14.19 days	28 days (contracted target)	SSHC LGBF	Property

16. % of reactive repairs completed first time right	99%	90%	SSHC	Property
17. % of repairs appointment kept	94%	90%	SSHC	Property
18. Number of times we did not, meet our obligation to complete the annual gas safety check by annual anniversary date	0	All appliances to have a valid gas safety check certificate in place by 31/3/22	SSHC	Property
19. % of tenant satisfaction with repairs or maintenance in year	93%	90%	SSHC	Property
<b>Resource Outcome:</b>	High quality, thriving and sustainable communities			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
20. % of Anti-Social Behaviour cases resolved in the year	98%	90%	SSHC	Housing
21. % of council stock meeting the SHQS	93.2%	93.2%	SSHC	Property
22. % of council dwellings that are Energy Efficiency Standard for Social Housing (ESSH)	93.4%	93.4%	C4.4	Property
<b>Resource Outcome:</b>	Later life is improved			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
23. Number of adaptations completed in Council homes	824	N/A	C1.1	Property
24. Number of households currently waiting for adaptations to their home	0	0	C1.1	Property
25. % of approved applications for adaptations completed in year	100%	100%	C1.1 SSHC	Property
26. Average time (working days) to complete applications	24.84 days	28 days	SSHC	Property
27. % of standard adaptations to council houses within agreed appointment times	85.6%	90.0%	C1.1	Property
28. % of new build that meets needs of older people	27.00%	8.00%	C1.1	Housing/Property
<b>Resource Outcome:</b>	Delivering the Plan and achieving best value			
<b>Measure</b>	<b>Baseline</b>	<b>Annual target</b>	<b>Links</b>	<b>Service</b>
29. % of Stage 1 complaints responded to in full	97.44%	N/A	SSHC	Housing/Property
30. Average time in working days for a full response at Stage 1	4 days	5 days	SSHC	Housing/Property
31. % of Stage 2 complaints responded to in full	96.77%	N/A	SSHC	Housing/Property
32. Average time in working days for a full response at Stage 2	17 days	20 days	SSHC	Housing/Property
33. Rent collected as a % of rent due in the year	99.7%	TBC	SSHC	Housing
34. Gross rent arrears (current and former tenants) as a % of rent due for the year	7.05%	TBC	LGBF SSHC	Housing

35. Factoring collection rate	78.10%	80.0%	C6.9	Property
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#### 4.b. What actions we will take in 2021-22

Resource Outcome: Availability, quality and access to housing is improved			
Action	Steps we have taken to deliver our actions	Links	Service
1. Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP and reported to H&TR Committee	C4.6	Housing/Property
2. Improve access to settled accommodation for homeless households	<p>Rapid Rehousing Transition Plan delivered and Annual Review reported to Housing and Technical Resources Committee on June 2021.</p> <p>Increase settled accommodation by converting 40 temporary accommodation units to Scottish Secure Tenancies by March 2022.</p> <p>Implement Housing First approach. Provide suitable accommodation and support for up to 40 individuals with complex needs by 2023/24.</p>	C4.1	Housing
Resource Outcome: High quality, thriving and sustainable communities			
Action	Steps we have taken to deliver our actions	Links	Service
3. Ensure continued implementation of the Local Housing Strategy	Local Housing Strategy implemented with annual review reported to the Housing and Technical Resources Committee November 2021.	C4.8	Housing
	A Housing Needs and Demand Assessment, including an assessment of the needs of Gypsy/Travellers, to be completed by 30th November 2021.	C4.10	Housing
4. Community Safety priorities including relevant parts of the SLCP are achieved	Progress against Community Safety priorities presented to the Safer South Lanarkshire Board on 11 June 2021 and 19 November 2021.	C8.1	Housing
5. Ensure effective involvement with tenants and other customer groups	Customer Involvement Strategy implemented with Annual review (including programme of Customer Scrutiny) reported to Housing and Technical Resources Committee November 2021.	C4.10	Housing
6. Service development is understood by understanding our customer satisfaction levels of key service areas	<p>Annual customer satisfaction programme approved by Resource Management Team in May 2021 and delivered.</p> <p>Key satisfaction levels monitored and reported and published as part of annual report on SSH Charter performance December 2021.</p>	SSHC	Housing/Property

7. Understand the financial security of our customers	This is identified through:- <ul style="list-style-type: none"> <li>• Key indicators reported to the Scottish Housing Regulator as part of annual return on the charter submitted during May 2021,</li> <li>• Contributions to the Welfare Reform Group led by Finance and Corporate Resources</li> <li>• Key actions detailed in the Local Child Poverty Action Report.</li> </ul>	C8.3	Housing
8. Work with Gypsy/Traveller residents to develop and implement a programme of site improvement	Site Investment Plans developed in consultation with residents and planned improvement works completed by 31 March 2022.	C4.10	Housing
9. Improve energy efficiency stock to help address fuel poverty	Deliver energy efficiency planned capital investment by 31 March 2022.	C8.5	Property
10. Physical regeneration work in priority areas	Deliver remaining 36 properties as part of Phase 1 of the masterplan for regeneration at East Whitlawburn along with Phase 2 (34 units) and Phase 3 (52 units).	C4.7	Housing/Property
	Work with partners to bring 15 Long Term empty homes into use during 2021/22.	C4.7	Housing/Property
<b>Resource Outcome:</b> Schools and other places of learning are inspirational			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
11. Project Management of Schools Projects and General Services Projects	The General Services Programme spend will be achieved for the financial year.	C10.1	Property
	Support for Early Years Programme – Delivery of 8 new nursery sites by the end of the financial year 2021/22.	C10.1	Property
<b>Resource Outcome:</b> Protect vulnerable children, young people and adults			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
12. Contribute to effective joint working in protecting children and adults at risk of harm	Annual report on operation of Adult and Child Protection procedures reported to Resource Management Team during March 2022.	C2.1	Housing/Property
	Deliver key actions detailed in the Local Child Poverty Action Report. <ul style="list-style-type: none"> <li>• Maintain affordable rents for council homes, benchmarked against the Scottish average.</li> <li>• Prioritise allocation of available housing for those in need, including homeless households.</li> </ul>	C2.4	Housing
	Six monthly Reporting to Chief Officer Group (COG) for Homelessness and Gender Based Violence statistics.	C2.4	Housing

	Personal plan developed for all young people moved from Care to living in their own home on a permanent basis.	C2.4	Housing
<b>Resource Outcome:</b> Later life is improved			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
13. Increase supply of housing suitable for older people	Additional Amenity standard and wheelchair accessible homes delivered as per SHIP and reported to H&TR Committee.	C1.1	Housing/Property
14. Ensure that Sheltered housing services are compliant with Care Inspectorate inspection standards	Sheltered housing support services monitored to ensure compliance with Care Inspectorate standards. Outcome of inspections reported to Housing and Technical Resources Committee and improvement plans developed for any areas of improvement.	C1.1	Housing
<b>Resource Outcome:</b> Improved health and social care outcomes for all			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
15. Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	Contribution to SCP2 reported through:- <ul style="list-style-type: none"> <li>Progress reported as part of the Rapid Re-housing Transition Plan Annual Report to Housing and Technical Resources Committee in June 2021</li> <li>The Local Housing Strategy reported Housing and Technical Resources Committee during November 2021.</li> <li>Scheduled reviews of the Strategic Commissioning Plan.</li> </ul>	C1.4	Housing
<b>Resource Outcome:</b> Delivering the plan and achieving best value			
<b>Action</b>	<b>Steps we have taken to deliver our actions</b>	<b>Links</b>	<b>Service</b>
16. Ensure effective management of all Resource budgets and Business Plans	Overall budgetary target achieved by March 2022.		Housing/Property
	Delivery of targeted agreed efficiency savings by March 2022.		Housing/Property
17. Progress the council's Digital Strategy within the Resource	Replacement Integrated Housing Management and Property System developed and implemented by June 2022		Housing/Property



## Section Five – Resourcing the Plan

The information contained in this section will be finalised once budgets have been approved for 2021-22.

### 5.0. Introduction

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

### 5.1. Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £12.946 million for 2021-22. The table below allocates this budget across the services:

<b>NET Budget by Service</b>	<b>2021-22</b>	
<b>Detail</b>	<b>£ million</b>	<b>%</b>
Housing Services	8.234	63.6
Property Services	4.712	36.4
<b>Total</b>	<b>12.946</b>	<b>100.0</b>

### 5.2. Capital Budget 2021-22

The following capital budget of £100.801 million is allocated to the Resource for 2021-22:

<b>Capital Programme 2021-22</b>	
<b>Project</b>	<b>£ million</b>
Housing Revenue Account (HRA) Capital (new projects)	100.801
<b>Total</b>	<b>100.801</b>

### 5.3. Resource Employees

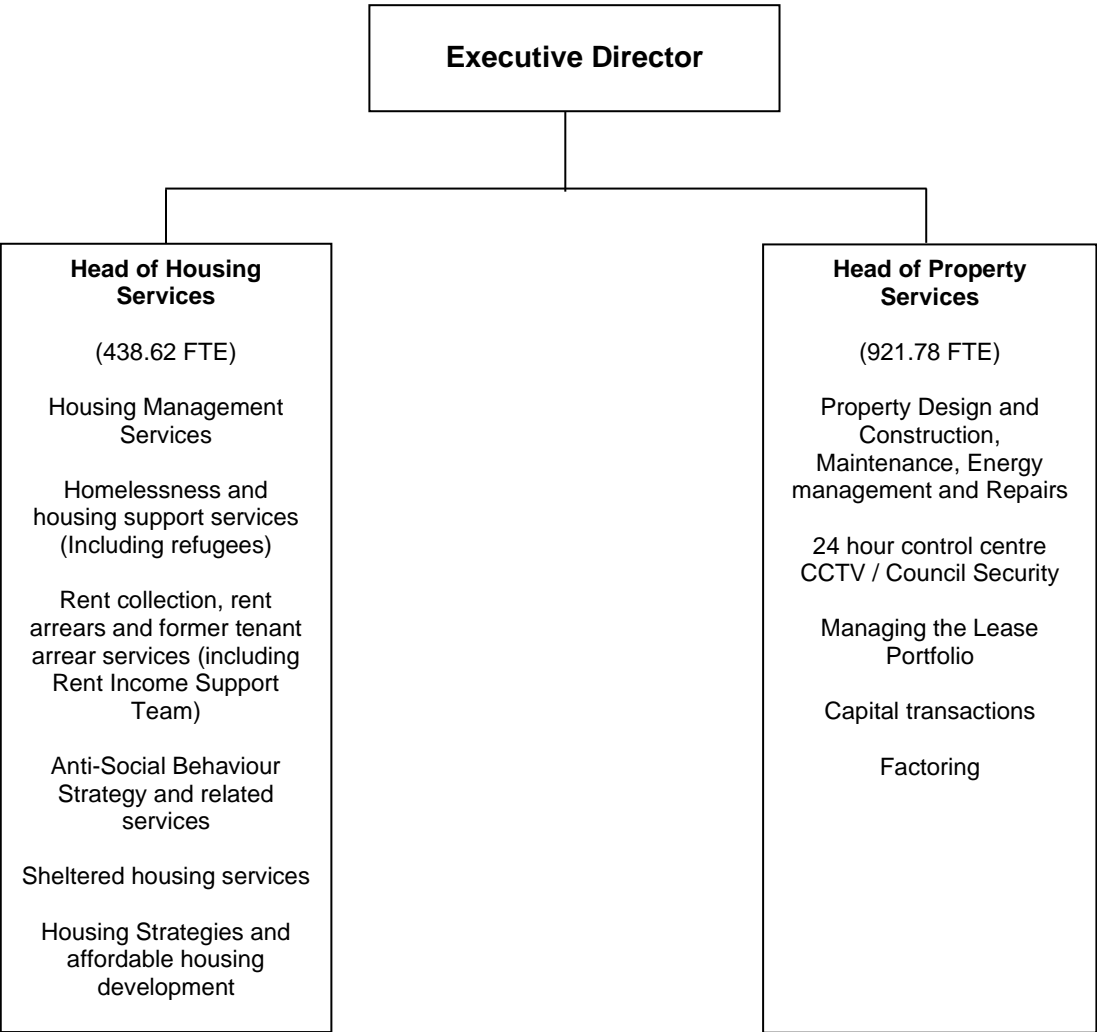
The Resource has 1483 employees as at March 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows: @16/02/2021

<b>Service</b>	<b>Number of employees</b>
Housing Services	504
Property Services	979
<b>Total</b>	<b>1483</b>



5.4. Organisational structure







**Social Work Resources**

# **Social Work Resource Plan 2021-22**

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## Section One – Introduction

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

This Resource Plan has been prepared in the context of the COVID-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will continue to be developed in parallel with the Resource Plans.

The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We provide responsive and accessible services for vulnerable children, young people, adults and older people and their carers supporting them to maximise their potential, maintain their independence and improve their outcomes. We also support adults in communities involved with the Criminal Justice System. The Resource is one of the key partners within the South Lanarkshire Health and Social Care Partnership.

There is a statutory requirement for the council to appoint a professionally qualified Chief Social Work Officer (CSWO) who must be registered with the Scottish Social Services Council (SSSC). The role of the CSWO is to provide professional advice and guidance to the local authority, elected members and officers in the provision of Social Work services, whether commissioned or directly provided. A copy of the CSWO Report is available to download from the council website.

Resource activities include: assessment, specialist assessment and support; provision of targeted services for vulnerable children, young people and adults **and their carers**; service provision including care at home; support services, day, respite and residential services; supervision and monitoring in the protection of vulnerable children and adults; and working with those subject to requirements within justice and mental health legislation. There are 3 service areas within Social Work Resources which ensure that the Council delivers its statutory duties and functions across 4 localities. During the pandemic service provision has had to be adapted to keep service users and staff safe, with safe systems of work being introduced.

### Adult and Older People Services

Adult and Older People Services work with other council resources as well as partners in health, and the voluntary and independent sector. Staff fulfil duties under the law and the Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults With Incapacity (Scotland) Act 2000 play an important role in guiding how some services are delivered.

Older people services provide support in different ways. Assessment and care management services assess the care needs of service users and their carers and help plan services to meet those needs. Care at home services and day care services provide a range of support designed to help people remain as independent as possible within the community. Care home care is available for individuals who need support in such a setting on a short or long-term basis. Social Work also fund a wide range of commissioned services provided by the independent, voluntary, and private sector.

### Children and Justice Services

Children's services provide support and care for children, young people and their families so that, wherever possible, young people can remain with their own families in their own communities. We work to provide family support to promote the welfare and development of children, young people and their families. Social Work Resources has a duty to protect children. Whilst this is a shared responsibility with other agencies and the community, Social Work has particular

responsibility to investigate allegations of child abuse. These responsibilities are carried out in the framework of jointly agreed child protection procedures.

Justice staff work within the context of a Community Safety and Social Inclusion Policy to provide services that enable people to participate effectively in response to the problems and consequences of crime. Services are offered in courts, local offices and specialised teams to people referred by the courts, prisons and other agencies. We work with offenders to reduce their criminal behaviour and promote community safety. This is done by helping prisoners resettle following a period in prison, addressing responsibility for offending, providing programmes that offer realistic alternatives and raising awareness about how offending affects victims.

### **Performance and Support Services**

Performance and Support Services support the work of all other services within Social Work Resources and embraces a range of business support functions and links with: IT; Procurement; Finance; Personnel; Workforce Planning; Corporate Governance; Information Governance; and Asset Management. Administration Services providing effective administration and communication support to all the service areas across the Resource. Money Matters Advice Service offers benefits and money advice. A dedicated team of staff provides a range of services and support in the areas of performance reporting and statutory planning, inspection, regulation, and risk management which involves the provision of a range of information which meets the following resource planning requirements, Scottish Government returns and statutory performance indicators; information to support planning, for example demographic profiles and trends, management information requests as required by services and business needs.

**Val de Souza**  
**Director of Health and Social Care**  
**Social Work Resources**

## Section Two – Key areas of focus for the year ahead

### 2. Overview

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

#### 2.1 COVID - 19 Response and Recovery

The council continues to respond to the Global Pandemic ensuring that essential services are delivered safely. Social Work Resources priority remains protecting vulnerable children, young people, and adults in our communities by ensuring the effective delivery of critical services compliant with statutory legislation. Services have continued to be delivered to those assessed as most at risk with our focus on public protection. The introduction of agile working and the use of key IT solutions have been invaluable to service delivery and to the recovery process. Adult support and protection and child protection case conferences and key meetings have been arranged virtually as well as face to face contact where necessary. Families have been able to be included in care discussions remotely and Family Centres are being used to provide family contact. The unpaid work service has resumed operation and is building capacity. Many services are actively redesigning previous care pathways to include video consultations as a standard where possible. All working arrangements are reviewed on an ongoing basis as recovery takes place.

Care at home services, residential childcare services and residential older people' care continue to be delivered. A PPE hub was established, and the distribution of equipment has been expanded to include Education and Corporate Resources while continuing to distribute equipment to staff internally within Social Work and to externally commissioned services, as well as to carers.

Other services continue to be delivered with minimal cover arrangements to reduce footfall, or through agile means such as money matters advice, administration services, strategy, planning and performance, children, justice, court services and adult and older people assessment and care management. The model of delivery for day care for older people has been adapted from centre based to an outreach service and the learning from this will be considered as part of the transformation and service improvement.

#### 2.2 Delivering the strategic commissioning plan intentions

Social Work Resources, a key partner of the Health and Social Care Partnership, will deliver the Strategic Commissioning Plan intentions through the directions issued by South Lanarkshire Integrated Joint Board.

#### 2.3 Transformation and service improvement programme

The transformation and service improvement programme includes South Lanarkshire's care facilities modernisation programme, care and support service review, mental health strategy, care at home services improvement programme, and adult and older peoples' day services review. While the response to the COVID-19 pandemic has slowed the progress of the transformation programme there has been opportunity for learning from the experience of delivering services in different innovative ways.

From a social care perspective, the model of delivery in South Lanarkshire mirrors that across other areas of Scotland, in that it is a mixed economy of council, private, independent and voluntary provision. Social Work Resources will progress and strengthen the links between commissioning, procurement and quality assurance in taking forward its service improvement agenda.

The Resource will continue to take forward the service improvement action plan following the children's services inspection in relation to corporate parenting including further development of the Champion's Board, and support to care leavers. Work continues developing the local implementation of the Promise of Transformational Change from the Independent Care Review for children and young people.

## **2.4 Independent review of adult social care**

One of the actions from the Programme for Government Protecting Scotland, Renewing Scotland is to undertake an independent review of adult social care. The review will examine how adult social care can most effectively be reformed to deliver a national approach to care and support services. This review will include consideration of a national care service. The aim of the review is to recommend improvements to adult social care in Scotland, in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care. The review will take a human-rights based approach with a focus on the views of those with lived experience, about what needs to change to make real and lasting improvements. It began in September and will report its recommendations in January 2021. The recommendations of the review are likely to impact significantly on how adult social care services are delivered.

## **2.5 Challenges and service demand**

There are a number of factors which present specific challenges to the Resource in relation to the demand for service provision. These include:

- Affordability of services as a result of new financial pressures brought about by the Global Pandemic
- An increasing ageing population (this is most pronounced in the 75+ age group). Aligned to this is that the healthy life expectancy for people in South Lanarkshire is lower and people will spend a higher proportion of their lives in poor health. These factors increase the demand for services.
- 32% rise in the number of children looked after over the last 3 years
- 14% rise in the last 3 years in the number of people on guardianship orders with the consequential impact of a 15% increase in the number of statutory visits to be undertaken
- Increased adult support and protection activity over last three years with an 80% increase in the number of adult protection plans being agreed to support vulnerable adults.
- Dementia prevalence rates were 8 per 1,000 of the population in 2012/13 and projected to 9.7 per 1,000 of the population for 2020/21
- People supported in their communities with long term conditions places significant pressure on the provision of social care services. For example, people living with depression or anxiety is projected to grow from 224 to 281 per 1,000 of the population in 2020/21
- Many factors combine together to affect the health and wellbeing of individuals and communities. Whether people are healthy or not, is determined by their social and economic circumstances and the wider environment all of which contribute to health inequalities. The pandemic will accentuate these inequalities and service provision will continue to be targeted at the most vulnerable in our communities. Social Work, the Health and Social Care Partnership and other partners will have a role to play in tackling these inequalities.



## **2.6 Top risks**

Social Work Resources have reviewed their risk register and those risks which have been identified as very high or high include:

- The Council does not provide an adequate response to the pandemic; maintaining critical services; delivering emergency response commitments as a Category One Responder; and protecting wellbeing of employees and service users as far as reasonably practicable. Responding to the pandemic will impact on everything else the Council does
- Failure to evidence sufficient progress against Care Inspectorate requirements (Care at Home Service)
- Reduction in Council funding resulting in difficulties in achieving savings and maintaining frontline services.
- The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the IJB Strategic Commissioning Plan

In the coming year Social work Resources will take forward all reasonable necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these risks.

## **2.7 Statutory requirements**

Work undertaken by Social Work is statutory and must comply with regulatory requirements with the majority of services being regulated by the Care Inspectorate.

## Section Three – Resource Outcomes

### 3.1. Resource Outcomes

Social Work Resources has established the following Resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
<b>Ensure communities are safe, strong and sustainable</b>	<ul style="list-style-type: none"> <li>• Social Work Resources embeds sustainable development across services</li> <li>• Community Justice Outcome Improvement Plan is progressed</li> <li>• Disadvantaged people/groups are provided with access to timely support and interventions</li> <li>• For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all</li> </ul>
<b>Promote sustainable and inclusive economic growth and tackle disadvantage</b>	<ul style="list-style-type: none"> <li>• Tackling poverty and deprivation</li> <li>• Strengthen engagement with service users and carers</li> </ul>
<b>Get it right for children and young people</b>	<ul style="list-style-type: none"> <li>• Care and protect vulnerable children and young people</li> </ul>
<b>Improve health, care and wellbeing</b>	<ul style="list-style-type: none"> <li>• Deliver better health and social care outcomes for all</li> <li>• Promote good mental health and wellbeing</li> <li>• Promote, choice, control and flexibility in social care</li> <li>• Care and protect vulnerable adults</li> </ul>

### 3.2. Delivering the Plan and achieving Best Value

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

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

Delivering the Plan and achieving Best Value	Resource Outcomes
	<ul style="list-style-type: none"> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> <li>• Develop improvement activity and promote scrutiny</li> <li>• Improve the skills, flexibility and capacity of the workforce</li> <li>• Promote equality and the well-being of staff</li> </ul>

## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

The impact of Covid continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance. Targets marked “TBC” will be set once 2020-21 outturn figures are available.

Resource Outcome:	Social Work Resources embeds sustainable development across services			
Measure	Baseline	Annual Target	Links	Service
1. Make an annual saving from using recycled items as opposed to new through the joint store (Equipu)	£165k	£175k	C6.1	Performance and Support
Resource Outcome:	Community Justice Outcome Improvement Plan is progressed			
Measure	Baseline	Annual Target	Links	Service
2. 95% of clients are first seen within two working days of a DTTO commencing	95%	95%	C6.6	Children and Justice
Resource Outcome:	Disadvantaged people/groups are provided with access to timely support and interventions			
Measure	Baseline	Annual Target	Links	Service
3. 90% of drug/alcohol/clients start treatment/psychological intervention within three weeks of referral	90%	90%	C6.6	Adult and Older People
Resource Outcome:	For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all			
Measure	Baseline	Annual Target	Links	Service
4. 75% of offenders on CPO unpaid work requirement are seen within five working days by their case manager	75%	75%		Children and Justice
5. 75% of people starting their placement within seven days of a CPO unpaid work	75%	75%		Children and Justice
6. 95% of Criminal Justice Social Work reports	95%	95%	C6.6	Children and Justice

submitted to Court by the due date				
<b>Resource Outcome:</b>	<b>Care and Protect vulnerable children and young people</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
7. Monitor the number of Child Protection referrals received and the conversion rate to Child Protection Investigation	90%			Children and Justice
8. Monitor the number of Child Protection Investigations completed that progress to Case Conference and the conversion rate to Registration	60%			Children and Justice
9. 75% of children seen by a supervising officer within 15 days	75%	75%		Children and Justice
10. 75% of reports submitted to the Children's Reporter within agreed timescales	75%	75%	C6.6	Children and Justice
11. Shift the balance of care and aim for no more than 12% of our looked after young people to be accommodated in residential placements	10%	12%	C2.2	Children and Justice
12. Report the number of young carers supported by Action for Children on a quarterly basis.			C2.3	Children and Justice
<b>Resource Outcome:</b>	<b>Care and Protect vulnerable adults</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
13. 90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	90%	90%	C2.1	Adult and Older People
14. 90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	90%	90%	C2.1	Adult and Older People
<b>Resource Outcome:</b>	<b>Deliver better health and social care outcomes for all</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>

15. Monitor the percentage of Planned Discharge Dates that are met	80%	80%	C2.1	Adult and Older People
16. Monitor the ratio of planned/unplanned referrals received	70/30	70/30	C2.1	Adult and Older People
17. Discharge 10 patients from hospital per day	10	10	C2.1	Adult and Older People
<b>Resource Outcome:</b>	<b>Promote, choice, control and flexibility in social care</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
18. Report on the number of carers supported by dedicated Welfare Rights officers and amount of benefits awarded	400	400	C8.3	Adult and Older People
19. Increase the number of carers supported by the commissioned carer support from Lanarkshire Carers on a quarterly basis.	780	800		Performance and Support
20. Measure the percentage of outcomes being achieved through reviewed support plans	75%	75%		Adult and Older People
<b>Resource Outcome:</b>	<b>Tackling poverty and deprivation</b>			
<b>Measure</b>	<b>Baseline</b>	<b>Annual Target</b>	<b>Links</b>	<b>Service</b>
21. Report on the number of new clients supported by the Money Matters Advice Service and monitor income generated for them (benefit awards/back dated benefits/debt advice) on a quarterly basis.	2,500	2,500		Performance and Support

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

<b>Resource Outcome:</b>	<b>Community Justice Outcome Improvement Plan is progressed</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
1. Embed the national model for Community Justice with our CJ partners in South Lanarkshire	Report on the developing priorities of the CJ Local Outcome Improvement Plan and develop the three prioritised Strategic Needs and		Children and Justice

	Strengths Assessment areas Arrest Referral, Diversion, Bail Supervision		
<b>Resource Outcome:</b>	<b>For those who have committed offences safely and effectively support them to reintegrate into the community and realise their potential for the benefits of all</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
2. Improve management of all offenders including high risk offenders	Produce and publish MAPPA annual report by 1 November 2021.		Children and Justice
<b>Resource Outcome:</b>	<b>Care and protect vulnerable children and young people</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
3. Improve transition arrangements for young people	Develop and roll-out systems to record and monitor the number of young people with additional support needs transitioning from children's services to adult services and monitor their needs and outcomes met.		Children and Justice Services and Adult Services
<b>Resource Outcome:</b>	<b>Care and protect vulnerable adults</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
4. Improve outcomes for people living in their own homes and communities	Produce six monthly report to Senior Management Team on inspection activity in quarter 2 and 4		Performance and Support
5. Monitor vulnerable adults' referrals/activity	Produce quarterly Adult Protection report for Adult Protection Committee and Chief Officers Group to monitor ASP activity	C2.1	Adult and Older People
<b>Resource Outcome:</b>	<b>Deliver better health and social care outcomes for all</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
6. Implement the actions detailed within the Health and Social Care Delivery Plan	Report against trajectories for the six areas identified in the Health and Social Care Delivery Plan: Emergency Admissions; Unscheduled Care Bed Days; Accident and Emergency Attendances; Delayed Discharge Bed Days; End of Life Care; Balance of Care to the IJB, Performance and Audit Sub Committee and Social Work Resource Committee in quarter 2 and 4.	-	Performance and Support

7. Support the implementation of the Integrated Joint Board Directions which focus on the shifting the balance of care.	Provide progress reports to the IJB in relation to the Directions in quarter 2 and 4.	C3.2	Performance and Support
8. Extend the range and choice of day opportunities for older people.	Consult on the review of day care services for older people	C3.7	Adult and Older People
9. Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability.	Provide annual reports to Senior Management Team and Social Work Committee on progress of implementation of national strategies	C2.7	Performance and Support
10. Progress South Lanarkshire's care Facilities Modernisation Programme	Complete the Tech project activity to support the fitting out of the campus and prep for the opening of the community hub		Adult and Older People
	Report quarterly on progress of workforce planning workstream.		Adult and Older People
	Finalise the detailed specification of admission criteria across the entire campus to support the commencement of the process of identifying occupants of the HSCP supported properties		Adult and Older People
11. Prepare for the Analogue to Digital Migration for Assistive Technology	Review all alert alarm service users by the end of 2021/22.		Adult and Older People/ Performance and Support
	Deliver staff training on Assistive and Consumer technology to staff group to promote use of technology enabled care to support people in their own homes.		
<b>Resource Outcome:</b>	<b>Strengthen engagement with service users and carers</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
12. Continue to support the culture where consultation and participation is part of the planning, development and delivery of all our services.	Provide a quarterly update on service user response to the participation methods used and report on the outcomes of engagement activity, to ensure stakeholder views are available in the decision-making process.	-	Performance and Support

<b>Resource Outcome:</b>	<b>Deliver and communicate the Council Plan and ensure high standards of governance</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
13. Ensure that high standards of governance are being exercised.	Report to the Senior Management Team on the review of the Risk Register every 6 months and report to Social Work Committee annually	C12.2	Performance and Support
14. Ensure monitoring, compliance and control of externally purchased services	Produce annual report to Senior Management Team on the quality of care provided by externally purchased services	C1.2	Performance and Support
15. Chief Social Work Officer will continue to provide professional advice and guidance to the Council in accordance with legislative duties	Chief Social Work Officer to provide an annual report on key challenges, developments and improvements across Social Work as well as reporting on service quality and performance including delivery of statutory functions by September 2021	-	Performance and Support
<b>Resource Outcome:</b>	<b>Develop improvement activity and promote scrutiny</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
16. Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	Submit all Scottish Government Performance Annual Reports within timescale	C12.8	Performance and Support
<b>Resource Outcome:</b>	<b>Social Work Resources embeds sustainable development across services</b>		
<b>Action</b>	<b>Steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
17. Contribute to a fair, healthy and sustainable food system	Identify potential opportunities for small food growing pilots within Social Work establishments and services to promote alternative growing opportunities	-	Performance and Support



## Section Five – Resourcing the Plan

### 5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2021-22.

### 3. 5.1.Revenue Budget 2021-22

The Resource has a Net Revenue Budget of £175.763 million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Performance and Support Services	8.024	5
Adult and Older People	131.773	75
Children and Families	34.381	19
Justice and Substance Misuse	1.585	1
<b>Total</b>	<b>175.763</b>	<b>100</b>

### 5.2. Capital Budget 2021-22

The following capital budget of £6.839m is allocated to the Resource for 2021-22:

Capital Programme 2021-22	
Project	£ million
Replacement Care Facilities - Blantyre	6.539
Community Alarms	0.300
<b>Total</b>	<b>6.839</b>

### 5.3. Resource Employees

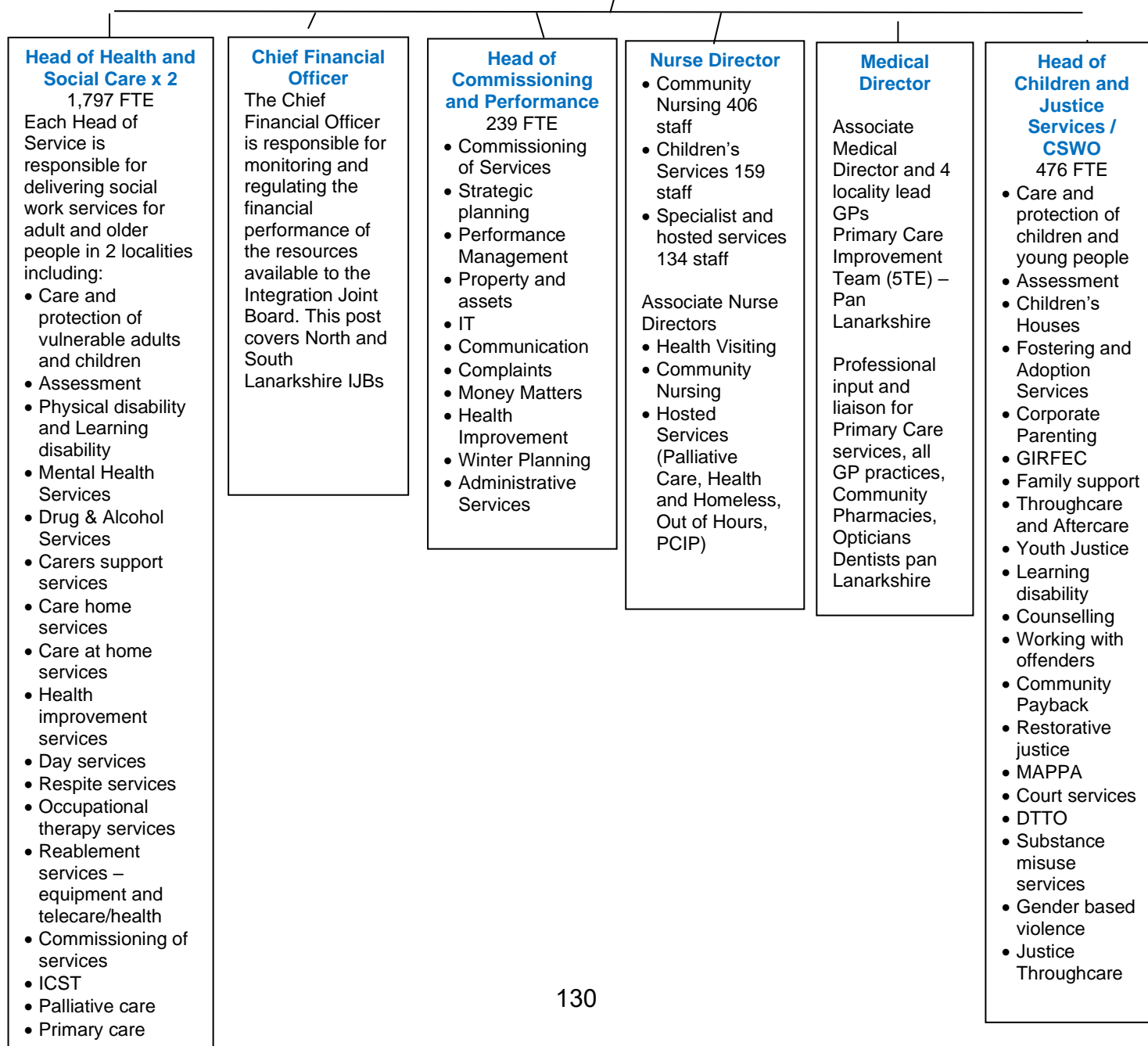
Social Work Resources has 2,944 employees as at March 2021. We support these employees to deliver their duties through a range of policies including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows:

Service	Number of employees
Adult and Older Peoples Services	2,116
Children and Justice Services	538
Performance and Support	290
<b>Total</b>	<b>2,944</b>

### 5.4. Organisational structure

#### Director of Health and Social Care



# Report

7

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>28 April 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Live Streaming of Committee and Council Meetings</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ Provide an update of the live streaming pilot carried out at the Finance and Corporate Resources Committee on 17 March 2021 and advise on proposals to live stream future Standing Committee and Council meetings.

## 2. Recommendation(s)

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

- (1) that the update on the pilot to live stream the Finance and Corporate Resources Committee meeting on 17 March 2021 be noted.
- (2) that the proposals to live stream to the South Lanarkshire Council YouTube channel the non-restricted element of business of the meetings of the Council and Standing Committees listed on Appendix 1 up to the commencement of the Council's summer recess period be approved;
- (3) that the proposal to continue to record up to the commencement of the summer recess the non-restricted element of business at all Forum meetings and publish to the council website be approved; and
- (4) that the proposal to commence live streaming of the non-restricted element of business at all Forum meetings from 17 August 2021 be approved.

## 3. Background

- 3.1. South Lanarkshire Council's Committee and Council Meetings have been impacted due to the worldwide Covid-19 pandemic. As a result of public health concerns, some Elected Members, and a large number of SLC Officers are currently undertaking their duties from home and members of the public are not permitted to enter public buildings.
- 3.2. During June 2020, a pilot was undertaken to hold certain committee meetings via Microsoft Teams. Following the summer recess, the full programme of meetings resumed, and a blended approach was adopted, whereby members could choose to participate in person within the committee rooms, while observing physical distancing measures, or by virtual means.
- 3.3. Since the beginning of 2021 due to public health restrictions, all committee meetings have been held via MS Teams only.

#### **4. Recording of Committee and Council Meetings**

- 4.1. Elected members are familiar with Teams and have had access to training, either through the use of guidance/training materials or via IT/the Digital Champions. Further training, however, can be offered to elected members on request. There have also been some small improvements in the software, e.g., up to 49 meeting attendees can now be viewed on screen at the same time if large gallery view is selected and it is possible to 'pin' a person so that they will always appear on screen.
- 4.2. Prior to consideration of the formal business at committee meetings, as a reminder, the clerk runs through some general protocols and asks that members make them aware of any technical issues so that the Chair and Digital Champions/IT colleagues, as appropriate, can be alerted. It should be noted, however, that, while advice can be provided on reconnecting or user/training issues, if the problem lies with home broadband connectivity, then it is out with the control of the support mechanisms put in place by the Council.
- 4.3. Currently, for those meetings which would, in normal circumstances, be held in public, a Teams meeting invite is extended to the Local Democracy Reporter as well as the Council's Corporate Communications officers to allow Council business matters to be reported in the press. Where a member of the public is required by legislation to attend a Committee meeting for example Licensing or Planning Committee hearings, Education Appeal or Employee Appeal Committee, Teams invites are issued to allow them to participate.
- 4.4. Since January 2021, Council and Committee meetings have been recorded and once subtitled are uploaded to the Council website. Subtitling of pre-recorded meetings is required by the Public Sector Bodies (Websites and Mobile Applications) (No 2) Accessibility Regulations 2018. An outside contractor has been engaged to provide the subtitling service as an interim arrangement which is being kept under review. As there is a time lapse between the date of the meeting and publication of the subtitled recording, the original recordings are being published to the website and replaced with the subtitled version as soon as they are available.

#### **5. Live Streaming**

- 5.1. Elected Members agreed at the Council meeting held on 16 December 2020 that the Council work toward the live broadcasting of all committee and Council meetings for the non-restricted element of business as soon as possible; and that in order to facilitate live broadcasting and to allow for potential teething challenges, a trial of live meeting broadcasts be aimed for the March 2021 Finance and Corporate Resources Committee, pending no major technical glitches.
- 5.2. Suitable software was identified, and initial training carried out to allow live streaming tests of MS Teams meetings to take place in advance of the formal pilot at the Finance and Corporate Committee on 17 March 2021. While the majority of the streaming of the Finance and Corporate committee went well, a technical problem was experienced which meant that there was a short delay in the live streaming commencing. A solution to this issue has been identified and put in place.
- 5.3. There is additional workload involved in the live streaming process for Committee Services, IT Services and Communications and Strategy Services and we are currently working to address how this is accommodated within our working practices. As a result, it is proposed that up to the commencement of the summer recess only the meetings of the Council and the standing Committees listed on Appendix 1 to the report be live streamed in this initial period to allow time for solutions to be put in place

and expertise to be developed. It is proposed that Forum meetings be live streamed from 17 August 2020.

- 5.4 Currently, the Council does not have the technology or equipment in place which would afford the public a good viewing experience of a live streamed blended committee meeting. The Council does not have a camera system installed in either the council chamber or committee rooms that would automatically focus in on a particular speaker. The systems that we do have available at present (e.g., Microsoft Surface Hub or external audio-visual supplier) only show a wider view of the room where members are present and so it is difficult for a member of the public to see who is talking as the speaker is not identified or pinned on the screen. The fixed microphone system in the council chamber and the wireless microphones in committee room 1 are not digital and cannot be connected directly into a livestream broadcast. The sound quality in previous blended meetings was sometimes poor for other participants and may be considered unacceptable for public broadcast. Officers are currently investigating options available to live stream blended meetings and will bring proposals back to a future meeting of the Executive Committee.

## **6. Employee Implications**

- 6.1. An additional Committee administration team member will require to attend each live-streamed meeting and assistance from IT Services and the Communication and Strategy team would be required to support the publishing and streaming of the recordings of the Council meetings. This will be achieved within existing staffing resources.

## **7. Financial Implications**

- 7.1. The costs of streaming and recording meetings are being met from existing budgets. Additional expenditure may have to be incurred in re-establishing a capability to hold blended meetings and that will be reported to Committee when further detail of options and costs are available.

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

- 8.1. There are no climate change, sustainability, or environmental implications in terms of this report.

## **9. Other Implications**

- 9.1. There may be a reputational risk to the Council should its meetings not be publicly accessible.

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

- 10.1. There was no requirement for an equality impact assessment in terms of the information in this report.
- 10.2. IT, members' services, and committee services will continue to work with elected members to meet any specific requirements, particularly in terms of training.

**Paul Manning**

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

31 March 2021

## **Link(s) to Council Values/Visions/Objectives**

- ◆ All council objectives

**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: -

Geraldine McCann, Head of Administration and Legal Services

Ext: 4658 (Tel: 01698 4534658) E-mail: [geraldine.mccann@southlanarkshire.gov.uk](mailto:geraldine.mccann@southlanarkshire.gov.uk)

## Appendix 1

<b>Meeting Date</b>	<b>Start Time</b>	<b>Meeting Name</b>
28 April 2021	1000hrs	Executive Committee
28 April 2021	11.30hrs	Climate Change and Sustainability Committee
4 May 2021	1400hrs	Community and Enterprise Committee
5 May 2021	1000hrs	Housing and Technical Resources Committee
11 May 2021	1000hrs	Planning Committee
11 May 2021	1400hrs	Cambuslang and Rutherglen Area Committee
12 May 2021	1400hrs	East Kilbride Area Committee
26 May 2021	1000hrs	Executive Committee
26 May 2021	11.30hrs	Climate Change and Sustainability Committee
1 June 2021	1000hrs	Education Resources Committee
2 June 2021	1000hrs	Social Work Resources Committee
2 June 2021	1400hrs	Finance and Corporate Resources Committee
8 June 2021	1000hrs	Planning Committee
8 June 2021	1400hrs	Clydesdale Area Committee
9 June 2021	1400hrs	Hamilton Area Committee
22 June 2021	1400hrs	Risk and Audit Scrutiny Committee
23 June 2021	1000hrs	Executive Committee
23 June 2021	1130hrs	South Lanarkshire Council
29 June 2021	1400hrs	Community and Enterprise Committee
30 June 2021	1000hrs	Housing and Technical Resources Committee





# Report

8

Report to: **Executive Committee**  
 Date of Meeting: **28 April 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Budget and Level of Local Taxation 2021/2022  
 - Local Government Finance (Scotland) Order 2021**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ confirm receipt of the Local Government Finance (Scotland) Order 2021, and
- ♦ provide an update on the 2021/2022 budget based on the Order.

## 2. Recommendation(s)

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

- (1) that the receipt of the Local Government Finance (Scotland) Order, be noted;
- (2) that the revised 2021/2022 Revenue Budget of £738.059 million (section 4.9), be noted; and
- (3) that the additional funding allocations and associated commitments (sections 4.3 to 4.6), be noted.

## 3. Background

3.1. At the meeting on 24 February 2021, the Council approved the recommendations in relation to the Revenue Budget and Level of Local Taxation 2021/2022.

3.2. At that meeting, it was noted that the Council had not yet received final confirmation of its Budget as a result of the Local Government Finance (Scotland) Order 2021, and that there was the possibility that there could be a change to the level of grant allocation as the Budget Bill process continued. The Council was advised that if any further funds were received as part of the Budget Bill process, this would be brought to Council for consideration.

3.3. Subsequently, the Local Government Finance (Scotland) Order 2021 was approved by Parliament on 18 March 2021 and councils were issued with their approved grant figures in Finance Circular 5/2021 – Local Government Finance (Scotland) Order 2021. The details are included in section 4.

## 4. Local Government Finance (Scotland) Order 2021

4.1. The Local Government Finance (Scotland) Order 2021 was made and came into force on 18 March 2021. The Order confirmed the grant settlement which had been used to form the budget conditionally approved by the Council at its meeting on 24 February 2021.

4.2. The Order provided an updated settlement position for 2021/2022. The Council's 2021/2022 grant figure in the Order is £641.140 million. This is an increase of £15.329

million on the figure of £625.811 million included in the budget approved by Council on 24 February 2021. This does not include the further allocation of funding as discussed at section 4.4.

- 4.3. The increase of £15.329 million reflects the Council's allocation of the £259 million COVID flexible funding that was not distributed in the earlier settlement. This is ring-fenced for COVID related expenditure and, therefore, there is no benefit to the Council's core budget. This is non-recurring funding for 2021/2022 only and will not be a permanent addition to the Council's budget in future years.
- 4.4. As part of the Finance Order parliamentary debate, the Cabinet Secretary announced a further £40 million to be added to Local Government's settlement allocation to assist with budget pressures. This was not included in the Order, and we have been informed that this will be paid in March 2022. Notification has been received and the Council's share of this funding is £2.367 million. Again, this is non-recurring funding, with no indication that it will be added to the Council's budget permanently.
- 4.5. **Pay Award:** The 2021/2022 Budget report to Council on 24 February 2021 approved an additional Pay Award allocation of £3 million required to meet the additional costs anticipated if the Council were to employ a similar pay policy to that of the Scottish Government.
- 4.6. COSLA Leaders have agreed a negotiating mandate to commence discussions with a base offer of the Scottish Government Public Sector Pay Policy. This would focus on an uplift to the lowest paid employees. The mandate also looks to maintain the commitment to increase our Scottish Local Government Living Wage rate to either match or maintain the differential with the Living Wage Foundation rate.
- 4.7. Since the report to Council, there has been a change to the Scottish Government pay policy announced as part of the Budget speech (28 January). On 8 March, as part of the Stage 2 Scottish Government Budget process, the Cabinet Secretary announced a revised offer. The original offer and the revised offer are detailed in Table 1.

Salary Bandings	Original Offer	Revised Offer
Up to £25,000	£750	£800
£25,000 - £40,000	1%	2%
£40,000 - £80,000	1%	1%
£80,000+	£800	£800

- 4.8. At the time of writing, negotiations are still ongoing and the request from the Trade Unions is in excess of the public sector pay policy. There is, therefore, still significant uncertainty over what the potential additional costs will be. It is, therefore, proposed that the full amount of the additional funding be set aside to manage the potential additional costs of pay award which cannot yet be confirmed. As noted in section 4.4, there is no confirmation that this funding is permanent. As such, additional funding may be required in future years to pay for the 2021 pay award.
- 4.9. The original budget approved on 24 February 2021, including the amendments, was £720.363 million. The additional allocations in sections 4.3 and 4.4 (£15.329 million and £2.367 million) takes the revised budget to £738.059 million.

## 5. Employee Implications

- 5.1. There are no employee implications.

## **6. Financial Implications**

- 6.1. The financial implications are as detailed in the report.

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

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

## **8. Other Implications**

- 8.1. There are no significant issues in terms of sustainability or risk arising from the recommendations in this report.

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

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

**Paul Manning**

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

25 March 2021

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, Effective, Efficient and Transparent

### **Previous References**

- ◆ South Lanarkshire Council, 24 February 2021

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

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

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