



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 11 December 2018

Dear Councillor

Executive Committee

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

Date: Wednesday, 19 December 2018

Time: 10:00

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

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

Members are reminded to bring their fully charged tablets to the meeting

Yours sincerely

Lindsay Freeland
Chief Executive

Members

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

Substitutes

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

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 18
Minutes of the meeting of the Executive Committee held on 21 November 2018 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 3 **Capital Budget 2018/2019 and Monitoring for Period 9 - 1 April to 9 November 2018** 19 - 26
Report dated 19 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Revenue Budget Monitoring for Period 9 - 1 April to 9 November 2018** 27 - 34
Report dated 19 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Trading Services Financial Performance for Period 9 - 1 April to 9 November 2018** 35 - 38
Report dated 19 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 **Additional Funding from the Scottish Government and Other External Sources** 39 - 42
Report dated 19 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Employee Workforce Monitoring Information April to September 2018 Summary** 43 - 66
Report dated 2 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Decision

- 8 **Funding for SEEMiS LLP Early Learning and Childcare and Next Generation Management Information Systems** 67 - 72
Joint report dated 29 November 2018 by the Executive Directors (Finance and Corporate Resources) and (Education Resources). (Copy attached)
- 9 **Foundation Apprenticeships and Work Based Learning** 73 - 78
Joint report dated 22 November 2018 by the Executive Directors (Education Resources) and (Finance and Corporate Resources). (Copy attached)
- 10 **Lanark Business Improvement District (BID)** 79 - 120
Report dated 29 November 2018 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 11 **Outcome of the Statutory Consultation for Kirklandpark and Wester Overton** 121 - 144
Report dated 20 November 2018 by the Executive Director (Education Resources). (Copy attached)
- 12 **Syrian Refugee Resettlement Programme (SRRP) - ESOL Provision** 145 - 148
Joint report dated 28 November 2018 by the Executive Directors (Education Resources) and (Housing and Technical Resources). (Copy attached)

- 13 Local Governance Review 2018** 149 - 158
Report dated 7 December 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 14 Review of the Council's Top Risks** 159 - 166
Report dated 16 November 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 15 Review of Polling Districts and Polling Places 2018** 167 - 178
Report dated 28 November 2018 by the Chief Executive. (Copy attached)
- 16 Prioritisation Framework** 179 - 186
Report dated 6 November 2018 by the Director, Health and Social Care. (Copy attached)

Urgent Business

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

For further information, please contact:-

Clerk Name: Gordon Bow

Clerk Telephone: 01698 454719

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

EXECUTIVE COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 21 November 2018

Chair:

Councillor John Ross (ex officio)

Councillors Present:

Councillor Alex Allison, Councillor John Anderson, Councillor John Bradley, Councillor Walter Brogan, Councillor Robert Brown, Councillor Stephanie Callaghan (*substitute for Councillor Gladys Miller*), Councillor Graeme Campbell, Councillor Maureen Chalmers (Depute), Councillor Margaret Cooper, Councillor Peter Craig, Councillor Fiona Dryburgh, Councillor Joe Fagan, Councillor Allan Falconer, Councillor Alistair Fulton, Councillor Lynsey Hamilton, Councillor Ann Le Blond, Councillor Richard Lockhart (*substitute for Councillor Richard Nelson*), Councillor Eileen Logan, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Colin McGavigan, Councillor Mark McGeever, Councillor Jim McGuigan, Councillor Mo Razzaq (*substitute for Councillor Davie McLachlan*), Councillor Graham Scott (*substitute for Councillor Gerry Convery*), Councillor Collette Stevenson (*substitute for Councillor David Shearer*), Councillor Josh Wilson

Councillors' Apologies:

Councillor Gerry Convery, Councillor Davie McLachlan, Councillor Gladys Miller, Councillor Richard Nelson, Councillor David Shearer

Attending:

Chief Executive's Service

L Freeland, Chief Executive

Community and Enterprise Resources

M McGlynn, Executive Director

Education Resources

T McDaid, Executive Director

Finance and Corporate Resources

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

Housing and Technical Resources

D Lowe, Executive Director; A Finnan, Head of Housing Services

Social Work Resources/Health and Social Care

V de Souza, Director

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Executive Committee held on 26 September 2018 were submitted for approval as a correct record.

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

3 Capital Budget Monitoring for Period 8 – 1 April to 12 October 2018

A report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the physical and financial progress at 12 October 2018 on the various capital programmes.

The General Fund Capital Programme totalled £69.646 million and the Housing Capital Programme £53.664 million. The General Fund Programme had been revised to reflect a number of adjustments which were detailed in Appendix 2 to the report.

At 12 October 2018, £25.501 million had been spent on the General Fund Revenue Account Capital Programme and £24.401 million on the Housing Capital Programme.

The Committee decided:

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

[Reference: Minutes of 26 September 2018 (Paragraph 3)]

4 Revenue Budget Monitoring for Period 8 – 1 April to 12 October 2018

A report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure against budgeted expenditure for the period ending 12 October 2018.

The figures included an underspend of £7.876 million on the General Fund and a breakeven position on the Housing Revenue Account.

The main factors contributing to the underspend on the General Fund Revenue Account were detailed in the report.

At this stage in the year, it was forecast that there would be an underspend of £10.222 million at the year end. Included within the underspend, was £2.300 million and £0.188 million, which was ring-fenced for the Pupil Equity Fund and temporary homelessness respectively. In addition, the updated 2019/2020 Budget Strategy proposed that £4.000 million be used to reduce the savings requirement over the next 2 years. The remaining £3.734 million, which was uncommitted at this stage, could be considered for use in future Budget Strategies or, if required, to balance the budget following final notification of the 2019/2020 grant settlement.

There were currently reductions in the elements of work that were planned within the Property Service Trading Operation. This reflected some works on Primary Schools and Early Learning and timing of works on the Housing Programme. This was likely to result in a lower surplus than planned for the year, which would, in turn, impact on the General Fund Revenue Account. Work was ongoing to quantify the impact this position would have and this would be reported to a future meeting of this Committee.

The Committee decided:

- (1) that the underspend on the General Fund Revenue Account at 12 October 2018 and forecast to 31 March 2019 be noted;

- (2) that the outturn underspend of £10.222 million and position relating to the uncommitted amount totalling £3.734 million be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 12 October 2018 and the forecast to 31 March 2019 of a breakeven position be noted.

[Reference: Minutes of 26 September 2018 (Paragraph 4)]

5 Trading Services' Financial Performance for Period 8 – 1 April to 12 October 2018

A report dated 22 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the projected financial results for 2018/2019 for the Council's Trading Services.

The target for Trading Services' surpluses had been set at £11.466 million. In the period to 17 August 2018, this was revised to £11.941 million. In the period to 12 October 2018, the figure had been further revised to £11.934 million to reflect a transfer of budget that had taken place from the Corporate Items budget line to the Trading Operations in respect of the allocation of the 2018/2019 Rates Poundage.

At 12 October 2018, surpluses of £4.961 million had been achieved.

The Committee decided: that the surpluses achieved to 12 October 2018 of £4.961 million be noted.

[Reference: Minutes of 26 September 2018 (Paragraph 5)]

6 Additional Funding from the Scottish Government and Other External Sources

A report dated 23 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted on additional revenue funding totalling £0.053 million and additional capital funding of £0.089 million made available to Housing and Technical Resources and Community and Enterprise Resources, respectively, from the Scottish Government, Transport Scotland and Scottish Natural Heritage to support the:-

- ◆ Local Heat and Energy Efficiency Strategy
- ◆ Clydesdale Transportation Appraisal
- ◆ Langlands Moss Local Nature Reserve

The Committee decided: that the report be noted.

[Reference: Minutes of 26 September 2018 (Paragraph 6)]

7 Council Plan Connect 2017 to 2022 – Quarter 2 Progress Report 2018/2019

A report dated 25 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the progress of 'Connect', the Council Plan 2017 to 2022, at the Quarter 2 stage of 2018/2019, 1 April to 30 September 2018.

'Connect' detailed the Council's vision, objectives and priorities to be delivered in the 5 year period from 2017 to 2022. Progress made on key priorities and objectives was summarised in the report. Of the 218 measures contained in the Plan:-

- ◆ 169 had been achieved or were on course to be achieved with no issues anticipated
- ◆ 11 were on course to be achieved but might be the subject of some minor slippage
- ◆ 0 measures were not on course to be achieved or were subject to considerable slippage
- ◆ 38 measures would be reported at a later stage

The 'Connect' Performance Report for Quarter 2, 2018/2019, covering the period to the end of September 2018, was attached as an appendix to the report. Measures which were categorised as not on course to achieve, would be considered in detail in the appropriate Quarter 2 Resource Plan Reports to be submitted to individual Resource Committees in the forthcoming cycle of meetings.

The Committee decided: that the report be noted.

[Reference: Minutes of 8 November 2017 (Paragraph 7)]

8 Revenue Budget Strategy 2019/2020 and Savings Proposals

A report dated 29 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted providing an update on the 2019/2020 Revenue Budget Strategy and a prioritised package of savings required in preparation of the 2019/2020 revenue budget.

At its meeting on 27 June 2018, the Committee had approved the Council's Revenue Budget Strategy for 2019/2020. Based on a number of assumptions, a requirement for savings totalling £18.283 million had been identified for 2019/2020.

An update on strategy assumptions in relation to teachers' pensions and job evaluations was provided in the report.

A number of corporate solutions had been identified to minimise the level of savings required in 2019/2020, resulting in a revised savings requirement of £13.004 million, including:-

- | | |
|---|----------------|
| ◆ annual payment to Police Scotland | £0.502 million |
| ◆ council tax collected from new properties | £0.527 million |
| ◆ council tax collected from long-term empty properties | £0.250 million |
| ◆ use of anticipated 2018/2019 underspends | £2.000 million |
| ◆ Loan Charges | £2.000 million |

In 2018/2019, the Council had approved a 3% increase to all Council Tax Bands. If a similar 3% increase was applied in 2019/2020, this could generate £3.792 million of additional Council Tax income which would result in a revised savings requirement in the 2019/2020 budget of £9.212 million.

A package of savings totalling £13.181 million had been developed and was detailed in the appendix to the report. The savings had been broken down into the following categories:-

- | | |
|-------------------------------|-----------------|
| ◆ savings previously approved | £0.140 million |
| ◆ efficiency and outturn | £11.894 million |
| ◆ charging | £0.332 million |
| ◆ service impact | £0.815 million |

The savings previously approved were those where the Council had taken a decision to implement the strategy/principle within the proposed savings.

The proposed savings relating to Social Work Resources were included as part of the Council's overall savings package for approval. In approving those savings, there would be a reduction in the allocation of funds to the Integrated Joint Board. The proposed savings were in relation to efficiencies.

Contained in the 2019/2020 savings proposals, was a number of savings and corporate solutions which were of a temporary nature. In 2020/2021, the Council would require to include an additional £5.022 million within the revenue budget to address this.

The Council would not receive confirmation of its final grant figures until week commencing 17 December 2018 and an updated position would be provided to this Committee when confirmation of the figures from the Scottish Government had been received.

The Committee decided: that consideration of the Revenue Budget and savings proposals for 2019/2020 be continued until the Council's grant figures from the Scottish Government had been confirmed.

9 Future Capital Investment Strategy

A report dated 30 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted detailing the basis for a medium term Capital Investment Strategy, covering a period of 10 years, to assist in shaping future capital programmes from 2020 onwards.

Following the publication of the revised Prudential Code for Capital Finance in Local Authorities 2017, there was a new requirement for councils to produce a Capital Strategy.

Details of the key areas which would impact on the capital outlook over the medium term for the Council included:-

- ◆ identification of major capital investment requirements
- ◆ potential sources of capital funding
- ◆ key issues and risks that would impact on the delivery of the Capital Investment Strategy and other long-term liabilities
- ◆ the alignment of the Capital Strategy and Treasury Management Strategy, including the governance arrangements in place
- ◆ the governance framework required to ensure the Capital Investment Strategy was delivered
- ◆ the skills and knowledge of employees responsible for delivering capital and treasury management

The Council's proposed future Capital Investment Strategy to 2027/2028 was detailed in an appendix to the report.

Councillor Ross, seconded by Councillor Chalmers, moved that the recommendation contained in the report be approved. Councillor Fagan, seconded by Councillor Brogan, moved as an amendment that consideration of the report be continued until the next meeting of South Lanarkshire Council.

On a vote being taken by a show of hands, 14 members voted for the amendment and 14 for the motion. On the casting vote of the Chair, the motion was declared carried.

The Committee decided: that the Capital Investment Strategy, as detailed in the report, be approved.

10 Capital Programme 2019/2020 Update

A report dated 1 November 2018 by the Executive Director (Finance and Corporate Resources) was submitted on an updated General Services' Capital Programme for 2019/2020.

General Services' Capital Programme for the 3 financial years 2017/2018 to 2019/2020 had been approved by this Committee on 16 February 2017.

The approved Programme for 2019/2020 totalled £53.284 million.

As part of the work to develop a longer term Capital Strategy, a number of key areas of spend had been identified which would impact on General Services' Capital Programme for 2019/2020 as follows:-

◆ Roads - Carriageway Investment	£4.000 million
◆ Roads - Other Roads Infrastructure Works	£2.400 million
◆ Roads - Bridges	£6.000 million
◆ Schools' Growth and Capacities	£0.650 million
◆ Primary Schools' Modernisation Programme	£1.527 million
◆ Early Years – 1140 Hours	£4.680 million

Taking account of those adjustments, totalling £19.257 million, resulted in a revised General Services' Capital Budget for 2019/2020 totalling £72.541 million.

Details of the revised General Services' Capital Programme 2019/2020 were given in the appendices to the report.

The Committee decided: that the proposed additions to General Services' Capital Programme 2019/2020 totalling £19.257 million, as detailed in the report, be approved.

11 Council Tax – Long-term Empty Properties

A report dated 2 November 2018 by the Executive Director (Finance and Corporate Resources) was submitted:-

- ◆ detailing the powers available to vary council tax on long-term empty dwellings
- ◆ on proposals to implement changes in the current arrangements from 1 April 2019

The Council had discretionary powers, introduced by Regulations in 2013, to implement a 100% council tax levy on long-term empty properties. This related to unoccupied dwellings not being marketed for sale or rent that had been continuously unoccupied for more than 12 months.

Currently, there were 495 domestic properties in South Lanarkshire that were categorised as long-term empty in the council tax system. Those properties currently received a 10% empty and unfurnished discount to an annual value of £0.050 million.

It was proposed that the Council exercise its discretionary powers contained in the Regulations to implement a 100% surcharge on long-term empty properties effective from 1 April 2019. The increased charge did not apply to water and wastewater charges, with long-term defined as being greater than 12 months.

In cases of new ownership, and to give the new owner the opportunity to bring the property back into use, a 90% charge could be applied for a maximum period of 12 months. Consideration of entitlement and duration would be made on a case by case basis, with responsibility delegated to the Head of Finance (Transactions) to determine applications.

Existing staff within the Benefits and Revenue Service and Housing and Technical Resources would work with owners to give support to bring properties back into use by providing advice and assistance on all options available to them.

The Committee decided:

- (1) that the Council implement a 100% council tax levy on long-term empty properties from 1 April 2019; and
- (2) that discretion to not apply the levy be restricted to cases of new ownership and that powers be delegated to the Head of Finance (Transactions) to consider applications on a case by case basis.

12 Council Charging Policy and Proposals

A report dated 2 November 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the implementation of a Council-wide Charging Policy.

The Council currently charged for a number of services delivered across South Lanarkshire and it was considered that a Council-wide Policy was required to set out clearly the Council's approach to charging, stating what the Council charged for and what would be considered when the Council made a charge.

As well as proposing the key principles to be included in the Charging Policy, details were provided on a review carried out on the Council's current level of charges. Key areas covered in the review included:-

- ◆ areas of charging covered
- ◆ the current practice on setting charges, including guidance on charging that had influenced the development of the Council's Charging Policy
- ◆ proposals and key elements contained in the Charging Policy
- ◆ proposals for charging in 2019/2020
- ◆ the outcome of a benchmarking exercise in relation to charging

As part of the proposals for 2019/2020, a 3% inflationary increase would be implemented on all charges with the exception of parking charges and Social Work charges.

The Charging Policy document was attached as Appendix 1 to the report.

The Committee decided:

- (1) that the Council's Charging Policy, as detailed in the appendix to the report, be approved; and
- (2) that the proposed 3% inflationary increase in charging, as detailed in the report, be noted.

13 Proposed Shared Lanarkshire British Sign Language Plan

A report dated 18 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted on the content of the Shared British Sign Language (BSL) Plan which had been developed as a requirement of the British Sign Language (Scotland) Act 2015.

The shared BSL plan for Lanarkshire, which was attached as an appendix to the report, had been developed in partnership with North and South Lanarkshire Councils and the NHS to reflect the long-term goals of Scotland's National Plan. The Plan set out a number of actions that the Council would take and how it would:-

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

Details were provided on the:-

- ◆ Council's duty under the British Sign Language (Scotland) Act 2015
- ◆ rationale for developing a Shared British Sign Language Plan
- ◆ methodology and outcomes relating to the consultation process carried out on the Plan

Public sector organisations had published their BSL Plans in October 2018 and the Council's had been published within this timescale subject to approval by this Committee.

The Committee decided: that the shared Lanarkshire British Sign Language Plan be approved.

14 Rutherglen and Cambuslang Pathfinder Project – Care Experienced Children and Children on the Edges of Care

A joint report dated 31 October 2018 by the Executive Directors (Education Resources), (Finance and Corporate Resources) and the Director, Health and Social Care was submitted on the implementation of an alternative intervention model for care experienced children and children on the "edges of care" who were experiencing difficulty in fully accessing the school curriculum as well as fulfilling their health and wellbeing outcomes within their communities.

Following a series of meetings, it had been agreed that there was a requirement to carry out a distinct area of work in the Rutherglen/Cambuslang area in relation to outcomes for children and their families. Positive health and wellbeing was a priority for Education and Social Work Resources, however, the Rutherglen/Cambuslang area was presenting a number of unique challenges when trying to achieve positive outcomes for young people who were care experienced or on the edge of the care process.

It had been identified that there was a need to implement a targeted approach by creating a multi-disciplinary team that would work with identified groups of young people on either an individual basis or in a group setting.

It was proposed that the model adopted should be tested over a 2 year period while considering the opportunities to upscale the model across the Council.

The multi-disciplinary team would be employed, with a temporary location, for an initial period of 2 years in keeping with the Pathfinder Initiative. The team would consist of:-

- ◆ 1 post of Team Leader at Grade 3, Level 4, SCP 70 to 74 (£32,249 to £35,311)
- ◆ 6 posts of Youth Family and Community Learning Worker at Grade 2, Level 1, SCP 33 to 35 (£19,307 to £19,909)
- ◆ 1 post of Clerical Assistant at Grade 1, Level 1 to 3, SCP 20 to 27 (£15,949 to £17,683)

The cost of the pilot would be met using funding streams from Education, Social Work and Finance and Corporate Resources, with some additional funding from the Scottish Government's Scottish Attainment Challenge Fund.

In terms of governance, an annual report would be submitted to the Education Resources Committee in relation to progress and developments.

The Committee decided: that the Pathfinder Initiative for care experienced children and children on the "edge" of care in the Rutherglen/Cambuslang area and the establishment of the multi-disciplinary team to support the Initiative, as detailed in the report, be approved.

15 Glasgow City Region City Deal – Hamilton Community Growth Area, Highstonehall Road Improvements – Full Business Case

A report dated 12 October 2018 by the Executive Director (Community and Enterprise Resources) was submitted on:-

- ◆ the Final Business Case for the Highstonehall Road, Hamilton Improvement element of the Hamilton Community Growth Area (CGA) City Deal project
- ◆ the next steps in delivering the project

The Full Business Case, which was summarised in an appendix to the report, had been produced for the Highstonehall Road element of the Hamilton CGA and had continued to make the case for the project in terms of:-

- ◆ strategic fit
- ◆ commercial case
- ◆ economic case
- ◆ financial case
- ◆ management case

The production of a Full Business Case was the final City Deal approval milestone for this element of the Hamilton CGA project and provided details of the delivery and construction of the school extension.

Approval of the Full Business Case would release funds to meet the cost of construction work which would complete by April 2019.

The Committee decided:

- (1) that the Highstonehall Road, Hamilton Improvements Full Business Case be approved; and
- (2) that grant funding be requested, in accordance with the City Deal distribution process outlined in the Assurance Framework, in relation to the delivery of the project, with the detailed arrangements to be approved by the City Deal Chief Executive's Group and City Deal Cabinet.

16 Glasgow City Region City Deal – Newton Community Growth Area, Westburn Road Roundabout – Full Business Case

A report dated 12 October 2018 by the Executive Director (Community and Enterprise Resources) was submitted on:-

- ♦ the Final Business Case for the Westburn Roundabout element of the Newton Community Growth (CGA) Area City Deal project
- ♦ the next steps in delivering the project

The Full Business Case, which was summarised in an appendix to the report and which had been produced for the Westburn Roundabout element of the Newton CGA, had continued to make the case for the project in terms of:-

- ♦ strategic fit
- ♦ commercial case
- ♦ economic case
- ♦ financial case
- ♦ management case

The production of a Full Business Case was the final City Deal approval milestone for this element of the Newton CGA project and provided details of the delivery and construction of the school extension.

Approval of the Full Business Case would release funds to meet the cost of construction work which would commence by March 2019.

The Committee decided:

- (1) that the Westburn Roundabout Improvement element of the Newton CGA Full Business Case be approved; and
- (2) that grant funding be requested, in accordance with the City Deal distribution process outlined in the Assurance Framework, in relation to the delivery of the project, with the detailed arrangements to be approved by the City Deal Chief Executive's Group and City Deal Cabinet.

17 Sustainable Development Update – Statutory Climate Change Duties Report 2017/2018

A report dated 16 October 2018 by the Executive Director (Community and Enterprise Resources) was submitted on the Council's Statutory Climate Change Duties Report for 2017/2018.

The Council's Climate Change Duties Report 2017/2018, which was the second report submitted under the statutory reporting requirements, was set out in 2 sections, including the "required" section and the "recommended" section. Details of what was included in both of the sections, together with key achievements and highlights in 2017/2018, were summarised in the report and detailed in the appendices to the report.

The Committee decided: that the Council's Climate Change Duties Report 2017/2018, as detailed in the appendices to the report, be approved and submitted to the Scottish Government by the due date of 30 November 2018.

[Reference: Minutes of 16 November 2017 (Paragraph 11)]

18 Amendments to Membership of Committees and Outside Bodies

A report dated 9 November 2018 by the Executive Director (Finance and Corporate Resources) was submitted on proposals to amend the positions of Chair and Depute Chair on the East Kilbride Area Committee.

The Committee decided:

- (1) that Councillor Watson be replaced by Councillor Buchanan as Chair of the East Kilbride Area Committee; and
- (2) that Councillor Buchanan be replaced by Councillor Dorman as Depute Chair of the East Kilbride Area Committee.

[Reference: Minutes of South Lanarkshire Council of 18 May 2017 (Paragraph 7)]

19 Recommendations Referred from Resource Committees

A report dated 5 November 2018 by the Chief Executive was submitted on recommendations which had been referred to this Committee by the:-

- ◆ Community and Enterprise Resources Committee of 22 May 2018
- ◆ Education Resources Committee of 18 September 2018
- ◆ Social Work Resources Committee of 19 September 2018
- ◆ Finance and Corporate Resources Committee of 19 September 2018
- ◆ Community and Enterprise Resources Committee of 30 October 2018

The recommendations of the Committees were as follows:-

Community and Enterprise Resources Committee of 22 May 2018

- ◆ that the South Lanarkshire Biodiversity Strategy and Biodiversity Implementation Plan 2018 to 2022 be approved and published on the Council's website

[Reference: Minutes of the Community and Enterprise Resources Committee of 22 May 2018 (Paragraph 6)]

Education Resources Committee of 18 September 2018

- ◆ that Education Resources' Resource Plan for 2018/2019 be approved

[Reference: Minutes of the Education Resources Committee of 18 September 2018 (Paragraph 6)]

Social Work Resources Committee of 19 September 2018

- ◆ that Social Work Resources' Resource Plan for 2018/2019 be approved

[Reference: Minutes of the Social Work Resources Committee of 19 September 2018 (Paragraph 6)]

Finance and Corporate Resources Committee of 19 September 2018

- ◆ that Finance and Corporate Resources' Resource Plan for 2018/2019 be approved

[Reference: Minutes of the Finance and Corporate Resources Committee of 19 September 2018 (Paragraph 11)]

Community and Enterprise Resources Committee of 30 October 2018

- ◆ that the Renewable Energy Fund Community Benefit Fund and Funding Framework be approved

[Reference: Minutes of the Community and Enterprise Resources Committee of 30 October 2018 (Paragraph 6)]

The Committee decided:

- (1) that the recommendations referred by the Community and Enterprise Resources Committee in relation to the Biodiversity Strategy and Biodiversity Implementation Plan 2018 to 2022 be approved;
- (2) that the recommendation referred by the Education Resources Committee, Social Work Resources Committee and Finance and Corporate Resources Committee in relation to their respective Resource Plans for 2018/2019 be approved; and
- (3) that the recommendation referred by the Community and Enterprise Resources Committee in relation to the Renewable Energy Fund and associated Funding Framework, be approved.

20 Local Housing Strategy (LHS) Annual Review 2017/2018

A report dated 30 October 2018 by the Executive Director (Housing and Technical Resources) was submitted on progress achieved during 2017/2018 against delivering the agreed outcomes set out in the 5 year Local Housing Strategy (LHS) 2017 to 2022.

The LHS was structured around 5 chapters and 9 priority outcomes. There were 98 measures against which the Council monitored progress, including 65 actions and 33 associated indicators. Only 1 of the 98 measures was below anticipated levels and related to advice and information provided to private home owners as part of the Council's Scheme of Assistance.

Details of performance highlights and key achievements were provided in the report together with progress made against each of the following 5 chapters:-

- ◆ housing supply, choice and affordability
- ◆ housing quality and energy efficiency
- ◆ supporting independent living and specialist provision
- ◆ addressing homelessness
- ◆ sustainable places

The Committee decided: that the progress on achieving the actions for delivering the agreed Local Housing Strategy priority outcomes be noted and published on the Council's website.

[Reference: Minutes of 30 August 2017 (Paragraph 10)]

21 Representation on South Lanarkshire Leisure and Culture Limited Board

A report dated 31 October 2018 by the Executive Director (Finance and Corporate Resources) was submitted on action taken, in terms of Standing Order No 36(c), because of the timescales involved, by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, for an amendment to the membership of South Lanarkshire Leisure and Culture Board.

The Committee decided: that the action taken, in terms of Standing Order No 36(c) by the Executive Director (Finance and Corporate Resources), in consultation with the chair and an ex officio member, to replace Councillor Watson with Councillor Craig as a Council representative on the South Lanarkshire Leisure and Culture Board be noted.

22 Item of Urgent Business – Impact of Brexit

In terms of Standing Order No 4, the Chair decided that, in view of the requirement for the Council to consider its position in relation to the impact of Brexit on the people of South Lanarkshire, this matter be dealt with as a matter of urgency.

Councillor Brown tabled a motion asking the Committee to note what he considered as the most significant implications of Brexit for the people of South Lanarkshire. He then outlined, verbally, the current position relating to the Brexit negotiations and the stance taken by the various political parties at a national level.

Councillor Brown concluded by formally moving that the Council support the call for a People's Vote on any Brexit deal with an option to remain in the EU and that the Chief Executive write to South Lanarkshire's MPs, MSPs and MEPs informing them of the Council's view and asking them to support such a People's Vote. The motion was seconded by Councillor Anderson.

Councillor Fagan, seconded by Councillor Brogan, moved as an amendment that the Council support a fresh General Election and the option for a People's Vote on any final Brexit deal with an option to remain in the EU and that the Chief Executive write to South Lanarkshire's MPs, MSPs and MEPs informing them of the Council's view.

Councillor Allison, seconded by Councillor Lockhart, moved as a second amendment that the motion be rejected.

On a vote being taken by a show of hands between the second amendment (moved by Councillor Allison and seconded by Councillor Lockhart) and the first amendment (moved by Councillor Fagan and seconded by Councillor Brogan), 5 members voted for the second amendment and 8 for the first amendment. The first amendment was declared carried and placed against the motion. On a vote being taken by a show of hands, 8 members voted for the amendment and 12 for the motion which was declared carried.

The Committee decided:

- (1) that the Council support the call for a People's Vote on any final Brexit deal with an option to remain in the EU; and
- (2) that the Chief Executive write to South Lanarkshire's MPs, MSPs and MEPs informing them of the Council's view and to ask them to support such a People's Vote.

Councillor Le Blond left and re-entered the meeting during this item of business.



Report

3

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Capital Budget 2018/2019 and Monitoring for Period 9 - 1 April 2018 to 9 November 2018
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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 2018 to 9 November 2018.

2. Recommendation(s)

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

- (1) that the Period 9 position (ended 9 November 2018) of the General Fund Capital Programme itemised at Appendices 1 – 4 and the Housing Capital Programme at Appendix 5, be noted;
- (2) that the adjustments to the General Fund programme listed at Appendix 2, be approved; and
- (3) that the revised programmes be monitored by the Financial Resources Scrutiny Forum.

3. Background

3.1. The attached statements to this report provide a summarised monitoring position as at 9 November 2018. Spending has been split into two separate sections:

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

4. General Fund

4.1. 2018/19 Budget

The budget agreed at Executive Committee on 21 November 2018 was £69.646 million. A revised budget of £68.541 million is presented in Appendix 1. This consists of the base budget plus carry forward projects, previously approved adjustments and proposed adjustments (totalling a net decrease of £1.105 million) detailed at Appendix 2.

4.2. A list of the projects where approval is sought to reduce the 2018/19 budget allocation is included in Appendix 4, along with their anticipated completion dates.

- 4.3. The programme spend and funding for the General Fund is summarised in Appendices 1 and 3. Total funding of £68.541 million is available in year.
- 4.4. 2018/19 Monitoring
Budget for the period is £32.808 million and spend to the 9 November 2018 is £30.311 million (44.22%). This represents expenditure of £2.497 million behind profile. This is mainly due to the timing of spend across a number of projects within Regeneration Services and Roads Services. It is expected that full spend on these projects will be made this financial year.
- 4.5. Actual funding received to 9 November 2018 is £54.218 million (79.10%).
- 5. Housing Programme**
- 5.1. 2018/19 Budget
Appendix 5 also shows the position on the Housing programme as at 9 November 2018. The revised capital programme for the year is £53.664 million. Programmed funding for the year totals £53.664 million.
- 5.2. 2018/2019 Monitoring
Budget for the period is £29.384 million and spend to 9 November 2018 amounts to £29.294 million (54.59%). This represents expenditure of £0.090 million behind profile. This underspend relates to project programming and the timing of the actual spend on various projects.
- 5.3. As at 9 November 2018, actual funding of £29.294 million had been received.
- 5.4. Regular monitoring of both the General Fund Programme and the Housing Programme is carried out in detail by the Financial Resources Scrutiny Forum and reported on a regular basis to this Committee.
- 6. Employee Implications**
- 6.1. None
- 7. Financial Implications**
- 7.1. As detailed within this report
- 8. Other Implications**
- 8.1. The main risk associated with the Council's Capital Programme is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment management meetings.
- 9. Equality Impact Assessment and Consultation Arrangements**
- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.
- 9.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

19 November 2018

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Executive Committee, 21 November 2018

List of Background Papers

Capital Ledger prints to 9 November 2018

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2018/19
GENERAL FUND PROGRAMME
FOR PERIOD 1 APRIL 2018 TO 9 NOVEMBER 2018

	£m	£m
Original 2018/19 Base Budget including Carry Forward		69.646
Proposed Adjustments – Period 9		(1.105)
Total Revised Budget including Carry Forward		68.541

<u>Resource</u>	<u>Base 2018/19 Budget</u>	<u>Period 9 Proposed Adjustments</u>	<u>Revised 2018/19 Budget</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>
Community & Enterprise	36.624	(0.005)	36.619
Education	22.417	(1.100)	21.317
Finance & Corporate	1.592	0.000	1.592
Housing & Technical	8.373	0.000	8.373
Social Work	0.640	0.000	0.640
Total	69.646	(1.105)	68.541

Proposed Adjustments

Community and Enterprise Resources

Accommodation Upgrades - Community Facility, Walston

A budget allocation of £0.100m exists within Community and Enterprise Resources to complete the fit out of the new Community Facility at Walston, which will form part of the new Walston Primary School. Approval is sought to transfer this £0.100m budget to Education Resources to allow the completion of the facility. (£0.100m)
£0.100m

The school is due to complete in Summer 2019 and this allocation will not be required until then. Approval is therefore sought to reduce the 2018/19 Capital Programme by £0.100m. (£0.100m)

Flood Prevention

Approval is sought to allow slippage of £0.075m into the 2019/20 Capital Programme to reflect a revised programme of works for flood prevention schemes. (£0.075m)

Bin Storage Areas

Approval is sought to allow slippage of £0.100m into the 2019/20 Capital Programme to align with the estimated timescales for completion of the remaining hard standings. (£0.100m)

Ballgreen Hall

Approval is sought to allow slippage of £0.130m into the 2019/20 Capital Programme to align with the estimated demolition timescales for the original Ballgreen Hall and Library. (£0.130m)

Strathclyde Passenger Transport

SPT have advised that additional Council funding of £0.400m for 2018/19 could be approved at their Board meeting in December for Lanark Park and Ride (£0.300m), and for Casualty Reduction Measures (£0.100m). For Lanark Park and Ride, it is planned that negotiations in relation to land purchase could progress. If land negotiations are not completed by March 2019, the funding will revert back to SPT, and SPT funding for future years will be considered to continue the negotiations. The Casualty Reduction Measures are in relation to Bothwell Road, and the industrial estate access road. Approval is sought to increase the programme for the additional SPT funding, subject to SPT final approval. £0.400m

Education Resources

Primary Schools Modernisation Programme

The timing of expenditure on the remaining projects within the Primary School Modernisation has been reviewed, with expenditure of £1.1m now anticipated in 2019/20. This is mainly due to the timing of expenditure on the Early Learning Unit however, as previously reported to this Committee, the project remains on schedule to complete in Summer 2019. Approval is sought to reduce the 2018/19 Capital Programme by £1.1m. (£1.100m)

TOTAL ADJUSTMENTS**(£1.105m)****APPENDIX 3**

SOUTH LANARKSHIRE COUNCIL
 CAPITAL EXPENDITURE 2018/2019
 GENERAL FUND PROGRAMME
 FOR PERIOD 1 APRIL 2018 TO 9 NOVEMBER 2018

	<u>2018/2019</u> <u>Original</u> <u>Estimate inc</u> <u>C/F</u> £m	<u>2018/2019</u> <u>Revised</u> <u>Budget</u> £m	<u>2018/2019</u> <u>Budget to</u> <u>09/11/18</u> £m	<u>2018/2019</u> <u>Actual to</u> <u>09/11/18</u> £m
Expenditure				
General Fund Programme	70.625	68.541	32.808	30.311
Income				
	<u>2018/19</u> <u>Budget</u> £m	<u>2018/19</u> <u>Revised</u> <u>Budget</u> £m		<u>2018/19</u> <u>Actual</u> <u>To</u> <u>09/11/18</u> £m
Prudential Borrowing	32.772	29.395		29.395
Heritage Lottery / Sportscotland Grant	0.124	0.406		0.184
Developers Contributions	1.550	1.535		1.405
Partners (Including SPT, Forestry Commission, Transport Scotland, Timber Income, and Renewable Energy Fund)	0.619	2.938		0.945
Scottish Government:				
- Capital Grant	27.607	27.607		16.104
- Cycling, Walking and Safer Streets	0.432	0.432		0.000
- Vacant and Derelict Land	2.316	1.566		1.566
- Early Years 1,140 Hours	0.970	0.635		0.635
- Regeneration Capital Grant	0.850	0.850		0.807
Specific Reserves	1.244	2.155		2.155
Capital Receipts	0.500	0.500		0.500
Capital Financed from Current Revenue	1.641	0.522		0.522
TOTAL FUNDING	70.625	68.541		54.218

SOUTH LANARKSHIRE COUNCIL
 CAPITAL EXPENDITURE 2018/2019
 GENERAL FUND PROGRAMME
 FOR PERIOD 1 APRIL 2018 TO 9 NOVEMBER 2018

Projects with Underspends in 2018/19		
Project Name	Project Type	Completion Date
Community Facility, Walston	New Build	August 2019
Flood Prevention	Infrastructure	March 2020
Bin Storage Areas	Infrastructure	Summer 2019
Ballgreen Hall	Demolition	Summer 2019
Early Learning Unit	New Build	August 2019

SOUTH LANARKSHIRE COUNCIL
 CAPITAL EXPENDITURE 2018/2019
 HOUSING PROGRAMME
 FOR PERIOD 1 APRIL 2018 TO 9 NOVEMBER 2018

	<u>2018/2019</u> <u>Annual</u> <u>Budget</u> <u>£m</u>	<u>2018/2019</u> <u>Estimate to</u> <u>09/11/18</u> <u>£m</u>	<u>2018/2019</u> <u>Actual to</u> <u>09/11/18</u> <u>£m</u>
Expenditure			
2018/19 Budget incl carry forward from 2017/18	53.664	29.384	29.294
	<u>2018/19</u> <u>Annual</u> <u>Budget</u> <u>£m</u>		<u>2018/19</u> <u>Actual to</u> <u>09/11/18</u> <u>£m</u>
Income			
Capital Receipts – House Sales	0.000		0.088
Capital Receipts – Land Sales	2.000		2.308
Capital Funded from Current Revenue	23.730		22.743
Prudential Borrowing	21.602		0.000
Specific Grant			
- Scottish Government – New Council Houses	4.963		2.892
- Scottish Government – Buy Backs	0.900		0.690
- Scottish Government – Mortgage to Rent	0.120		0.037
- Scottish Natural Heritage	0.349		0.000
Other Income	0.000		0.536
TOTAL FUNDING	53.664		29.294

Report

4

Report to: **Executive Committee**
 Date of Meeting: **19 December 2018**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Budget Monitoring for Period 9: 1 April 2018 to 9 November 2018**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise on the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2018 to 9 November 2018, and a projection for the year.

2. Recommendation(s)

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

- (1) that the underspend of £8.517 million on the General Fund Revenue Account at 9 November 2018 as detailed in Appendix 1 of the report and the forecast to 31 March 2019, be noted;
- (2) that the outturn underspend of £8.822 million, of which £4.000 million has been utilised in the 2019/2020 Revenue Budget Strategy, be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 9 November 2018 and the forecast to 31 March 2019 of breakeven (Appendix 3), be noted.

3. Background

3.1. This is an overview report summarising the General Services Monitoring Position regarding actual expenditure and income to 9 November 2018, compared with the budget for the same period (section 4). This is provided on a Resource basis in Appendix 1 to the report and a subjective basis in Appendix 2.

2018/2019 General Services Monitoring Position

4. Financial Position as at 9 November 2018

4.1. As at 9 November 2018, Appendix 1 of the report details an underspend of £8.517 million (13.6%) against the phased budget.

4.2. The net underspend of £8.517 million is made up of a number of items namely £0.500 million budget for Superannuation on Overtime which is not required, an underspend on Loan Charges (£5.900 million, detailed in 4.5), an underspend in Community and Enterprise Resources (£0.300 million, detailed in 4.6), an underspend in Education Resources' Early Years' Service (£1.060 million, detailed in 4.10), an underspend in Homelessness (£0.165 million, detailed in 4.12) and an overspend in Social Work Resources (£0.608 million, detailed in 4.14).

4.3. In addition, there is also an under recovery against surplus against the Fleet Trading Operation (£0.300 million, detailed in 4.23).

- 4.4. Finally, there is an over recovery of Council Tax Income due to additional property numbers and the collection of Council Tax arrears (£1.373 million, detailed in 4.16) and an underspend on the Council Tax Reduction Scheme (£0.127 million, detailed in 4.16).
- 4.5. **Loan Charges:** As previously reported, the Council's Loan Charges Strategy assumed that we would borrow at the start of the financial year. However, as a result of using cash balances to manage the Council's cash flow, borrowing had been delayed. This delay in the requirement to borrow meant that the Council was anticipating a temporary saving in loan charges in 2018/2019 of £4.500 million. Also, as current interest rates are lower than budgeted a further underspend of £1.400 million in 2018/2019 is anticipated, resulting in a total anticipated underspend of £5.900 million. Borrowing is now being taken and we will continue to borrow over the coming weeks. The final outturn position will depend on the actual interest rates at which we borrow and the timing of when borrowing is taken. Any update will be provided to this Committee as required.
- 4.6. **Community and Enterprise Resources:** The Resource is showing an underspend of £0.300 million, mainly due to vacancies and turnover across the Facilities, Streets and Waste Services and Environmental Services, which are currently being used to manage the under recovery against the targeted surplus within the Fleet Trading Operation, resulting in a breakeven position for the total Resource.
- 4.7. **Legal Costs:** In addition, the Council has met legal costs in connection with the recent costs of a court case in relation to food safety. Following the findings of the court, the Council will be required to pay compensation and contribute towards the legal costs of the other party. At this stage the value of the compensation and costs has still to be agreed. These figures will be included in future monitoring reports.
- 4.8. **South Lanarkshire Leisure and Culture:** A report has been presented to the Board of South Lanarkshire Leisure and Culture (21 November 2018) which advises of the financial pressures experienced this year. Solutions have been proposed by SLLC to manage some of the pressures, and SLLC will continue to look for ways to reduce the expected overspend. The paper recognises that there may be a requirement for support from the Council of around £0.400 million. The Council will continue discussions with SLLC on this, however, there may be a requirement to provide additional funding of £0.400 million to SLLC. The position will continue to be monitored over the remainder of the year.
- 4.9. **Education Resources:** As reported previously, as **Pupil Equity Fund (PEF)** funding operates in academic (Aug-June) years and not financial years, then it is likely that there will be an underspend at 31 March which will require to be carried forward and used in April to June 2019. The initial estimate of the underspend remains at £2.300 million for this financial year, based on equal spend over the school year, however this will depend on the timing of spend throughout the year.
- 4.10. In relation to Early Years posts, recruitment has been progressing since August 2018. At period 9, this accounts for £0.715 million of the £1.060 million underspend position to date. A number of posts have been recruited however, it is anticipated that the underspend will continue to increase, depending on the profiling of recruitment across the service. As specific funding has been provided for delivery of 1140 hours of Early Years then it is anticipated that an element of this underspend will be required to be transferred to reserves to meet the costs of Early Years in the future.

- 4.11. **Housing and Technical Resources:** As reported previously, the Resource identified that £0.188 million of the funding allocated from the Scottish Government for Temporary Accommodation within the Homeless Service, will not be required in the current year as a result of implementation timescales. It is intended that the underspend will be transferred to reserves to meet costs associated with Homelessness in future years.
- 4.12. Since the last report, it has been identified that current levels of Bad Debts on homelessness are significantly better than expected, and therefore potentially more underspend on the specific funding may be seen this year, and transferred to reserves. The position to date (as at period 9) is an underspend of £0.165 million and will be updated in a future report as more information becomes available.
- 4.13. **Social Work Resources:** Again, as reported previously, the underspends noted above are offset in part by an overspend of £0.608 million within Social Work Resources.
- 4.14. The Resource has identified pressures within Children and Families Services due to the number of residential school/external placements and fostering placements in the first 6 months of the current year. The estimate of the potential full year pressure remains at approximately £1.000 million. The position to date (as at period 9) is an overspend of £0.608 million. The Resource is currently looking at these pressures in conjunction with the other services of the Resource to identify ways to minimise and manage these costs.
- 4.15. In addition, Adults and Older People Services are experiencing an increasing level of Direct Payments where service users choose to receive funding to pay for their own care. This will continue to be monitored over the coming months.
- 4.16. **Council Tax and Council Tax Reduction Scheme:** As reported previously, the exercise to establish any potential over recoveries of income from Council Tax or underspends in the Council Tax Reduction Scheme payments is now complete. The forecast shows that a net over recovery of £2.334 million is anticipated at the end of the financial year. The net over recovery to period 9 is £1.500 million.
- 4.17. **Transfers to Reserves:** In the 1 November 2018 report, budgets totalling £5.148 million had been moved to the Transfer to Reserves line in respect of the second year of budget for the Investments and Priorities monies allocated to Teachers plus Classroom Support, Employability, School Breakfast Clubs and Holiday Lunch Clubs. There have been no further transfers since the last report.
- 4.18. Appendix 1 shows the position after these transfers. The commitment has also been shown to reflect the transfer that will take place at the end of the financial year.
- 4.19. **Probable Outturn – Forecast to 31 March 2019:** At this stage in the financial year, the forecast to 31 March 2019 is showing an underspend of £8.822 million after the agreed Transfer to Reserves of £5.148 million reported in relation to Holiday Lunch Clubs and School Breakfast Clubs, Teachers plus Classroom Support and Employability for Early Years and Social Care (section 4.18). There has been no further amendments to the agreed £5.148 million Transfers to Reserves since the last report.
- 4.20. The forecast underspend of £8.822 million reflects underspends in Superannuation on Overtime (£0.500 million, section 4.2.), Loan Charges (£5.900 million, section 4.5), Pupil Equity Fund (£2.300 million, section 4.9), and Homelessness (£0.188 million, section 4.11) offset by the overspend on residential school/external placements and

fostering placements (£1.000 million, section 4.14). In addition, there is an over recovery of Council Tax income (£2.136 million, section 4.16) and an underspend in the Council Tax Reduction Scheme payments (£0.198 million, section 4.16). Finally, there is an under recovery against the Trading Operations' Surplus (£1.400 million, section 4.25). This figure will be updated as more information becomes available during the year.

- 4.21. Of the forecast underspend of £8.822 million, the Pupil Equity Fund element of £2.300 million and the Temporary Homelessness element of £0.188 million are ring-fenced. In addition, the updated 2019/2020 Budget Strategy proposes that £4.000 million of this is used to reduce the savings requirement over the next 2 years. The remaining £2.334 million is uncommitted at this stage in the year. This position does not take account of the expected financial implications for Legal Costs (see section 4.7) and additional contributions to SLLC (section 4.8).
- 4.22. Any uncommitted underspends remaining at the end of the year could be considered for use in future Revenue Budget Strategies or if required to balance the budget following notification the 2019/2020 grant settlement.
- 4.23. **Trading Operations:** Included within the position for the General Fund Revenue Account in 4.1 above are the Trading Operations. As at 9 November 2018, the actual surplus achieved by the Trading Operations totals £5.097 million, representing an under recovery of £0.300 million against the phased budget. This relates to the Fleet Trading Operation and is offset by an underspend in the Community and Enterprise Resources' budget (section 4.6).
- 4.24. In relation to the forecast outturn position, the level of income received by the Property Trading Operation (which includes contract works and design work) can be affected by the timing of works. This year there have been some areas where income levels have been affected due to the timing of works carried out. These include Early Years, Central Heating programmes, and Growth and Capacities in schools. Additional works help balance some of the shortfall including works on new housing stock.
- 4.25. The level of surplus shortfall this year is expected to be around £1.400 million. This reflects the lower income from these jobs, offset by a reduction in variable direct costs. Work will continue to progress or accelerate any additional works which can contribute favourably to income levels.
- 4.26. **Other Funding**
Since the last report, Education Resources have been notified of additional funding of £0.324 million for 2018/2019 from the Scottish Government for Early Learning Graduates. In addition, Social Work Resources have been notified of £0.093 million of funding from the Scottish Government for the Caledonian Programme, including Violence Against Women and Girls. These additional funds have been included in the budgets in Appendix 1.

5. Housing Revenue Account Position

- 5.1. As at 9 November 2018, Appendix 3 of the report shows a breakeven position against the phased budget on the Housing Revenue Account. The forecast to 31 March 2019 on the Housing Revenue Account is a breakeven position.

6. Employee Implications

- 6.1. None.

7. Financial Implications

- 7.1. As detailed within this report.

8. Other Implications

- 8.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 8.2. There are no implications for sustainability in terms of the information contained in this report.

9. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

19 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ Executive Committee, 21 November 2018

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 9 November 2018

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 9 November 2018 (No.9)

<u>Committee</u>	Annual Budget	Forecast	Annual Forecast Variance	Budget Proportion to 09/11/18	Actual to Period 9 09/11/18	Variance to 09/11/18	
	£m	£m	£m	£m	£m	£m	
Departments:							
Community and Enterprise Resources	115.483	115.483	0.000	67.711	67.411	0.300	under
Facilities Streets and Waste (Inc. Support)	63.031	63.031	0.000	35.036	34.871	0.165	under
Environmental Services (Inc. Projects)	3.963	3.963	0.000	2.201	2.065	0.136	under
Leisure and Culture Services	18.902	18.902	0.000	13.562	13.562	0.000	-
Planning and Economic Development	2.940	2.940	0.000	4.109	4.109	0.000	-
Roads	26.647	26.647	0.000	12.803	12.804	(0.001)	over
Education Resources	308.429	306.129	2.300	177.999	176.939	1.060	under
Finance and Corporate Resources	33.342	33.342	0.000	28.051	28.051	0.000	-
Finance Services	15.384	15.384	0.000	14.874	14.663	0.211	under
Audit and Compliance Services	0.347	0.347	0.000	0.360	0.360	0.000	-
Information Technology Services	4.259	4.259	0.000	3.593	3.643	(0.050)	over
Communications and Strategy Services	0.957	0.957	0.000	0.815	0.999	(0.184)	over
Administration and Licensing Services	4.392	4.392	0.000	3.417	3.430	(0.013)	over
Personnel Services	8.003	8.003	0.000	4.992	4.956	0.036	under
Housing and Technical Resources	18.309	18.121	0.188	13.720	13.555	0.165	under
Housing Services	7.251	7.063	0.188	3.519	3.354	0.165	under
Property Services	11.058	11.058	0.000	10.201	10.201	0.000	-
Social Work Resources	151.406	152.406	(1.000)	101.067	101.675	(0.608)	over
Performance and Support Services	7.855	7.855	0.000	4.731	4.370	0.361	under
Children and Families	29.683	30.683	(1.000)	18.131	19.158	(1.027)	over
Adults and Older People	112.773	112.773	0.000	78.162	78.218	(0.056)	over
Justice and Substance Misuse	1.095	1.095	0.000	0.043	(0.071)	0.114	under
Joint Boards	2.363	2.363	0.000	1.607	1.607	0.000	-
	629.332	627.844	1.488	390.155	389.238	0.917	under

<u>Committee</u>	Annual Budget	Forecast	Annual Forecast Variance	Budget Proportion to 09/11/18	Actual to Period 9 09/11/18	Variance to 09/11/18	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	629.332	627.844	1.488	390.155	389.238	0.917	under
Trading Accounts Surplus	(11.919)	(10.519)	(1.400)	(5.397)	(5.097)	(0.300)	over
CFCR	0.522	0.522	0.000	0.522	0.522	0.000	-
Loan Charges	57.780	51.880	5.900	57.780	51.880	5.900	under
Corporate Items	4.374	3.874	0.500	0.582	0.082	0.500	under
Transfer to Reserves	5.148	5.148	0.000	5.148	5.148	0.000	-
Total Expenditure	685.237	678.749	6.488	448.790	441.773	7.017	under
Council Tax	146.058	148.194	2.136	93.894	95.267	1.373	over rec
Less: Council Tax Reduction Scheme	(19.670)	(19.472)	0.198	(12.645)	(12.518)	0.127	under
Net Council Tax	126.388	128.722	2.334	81.249	82.749	1.500	over rec
General Revenue Grant	251.289	251.289	0.000	133.930	133.930	0.000	-
Non Domestic Rates	295.500	295.500	0.000	159.115	159.115	0.000	-
Transfer from Reserves	12.060	12.060	0.000	12.060	12.060	0.000	-
Total Income	685.237	687.571	2.334	386.354	387.854	1.500	over rec
Net Expenditure / (Surplus)	0.000	(8.822)	8.822	62.436	53.919	8.517	under

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 9 November 2018 (No.9)

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion to 09/11/18	Actual to Period 9 09/11/18	Variance to 09/11/18	
Service Departments:	£m	£m	£m	£m	£m	£m	
Expenditure							
Employee Cost	418.163	418.163	0.000	241.358	239.659	1.699	under
Property Costs	50.333	50.333	0.000	36.484	36.509	(0.025)	over
Supplies and Services	32.445	30.145	2.300	15.602	15.770	(0.168)	over
Transport Costs	22.248	22.248	0.000	14.043	14.415	(0.372)	over
Administration Costs	11.538	11.538	0.000	6.481	6.542	(0.061)	over
Payments to Other Bodies	52.765	53.265	(0.500)	31.149	31.543	(0.394)	over
Payments to Contractors	184.405	184.905	(0.500)	106.902	107.495	(0.593)	over
Transfer Payments	3.071	3.071	0.000	2.552	2.689	(0.137)	over
Housing Benefits	80.897	80.897	0.000	50.002	49.914	0.088	under
Financing Charges (controllable)	2.047	2.047	0.000	1.381	1.385	(0.004)	over
Total	857.912	856.612	1.300	505.954	505.921	0.033	under
Service Departments Total	857.912	856.612	1.300	505.954	505.921	0.033	under
Trading Accounts Surplus	(11.919)	(10.519)	(1.400)	(5.397)	(5.097)	(0.300)	over
CFCR	0.522	0.522	0.000	0.522	0.522	0.000	-
Loan Charges	57.780	51.880	5.900	57.780	51.880	5.900	under
Corporate Items	4.374	3.874	0.500	0.582	0.082	0.500	under
Transfer to Reserves	5.148	5.148	0.000	5.148	5.148	0.000	-
Total Expenditure	913.817	907.517	6.300	564.589	558.456	6.133	under
Income							
Housing Benefit Subsidy	75.435	75.435	0.000	43.949	43.944	(0.005)	under rec
Other Income	153.145	153.333	0.188	71.850	72.739	0.889	over rec
Council Tax (Net of Council Tax Reduction Scheme)	126.388	128.722	2.334	81.249	82.749	1.500	over rec
General Revenue Grant	251.289	251.289	0.000	133.930	133.930	0.000	-
Non Domestic Rates	295.500	295.500	0.000	159.115	159.115	0.000	-
Transfer from Reserves	12.060	12.060	0.000	12.060	12.060	0.000	-
Total Income	913.817	916.339	2.522	502.153	504.537	2.384	over rec
Net Expenditure / (Income)	0.000	(8.822)	8.822	62.436	53.919	8.517	under

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 9 November 2018 (No.9)
Housing Revenue Account

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion to 09/11/18	Actual to Period 9 09/11/18	Variance to 09/11/18		%	Note
	£m	£m	£m	£m	£m	£m			
Employee Costs	12.718	12.718	0.000	7.533	7.409	0.124	under	1.6%	1
Property Costs	42.507	42.507	0.000	26.012	26.013	(0.001)	over	(0.0%)	2,a,b
Supplies & Services	0.610	0.610	0.000	0.428	0.409	0.019	under	4.4%	
Transport & Plant	0.194	0.194	0.000	0.135	0.123	0.012	under	8.9%	
Administration Costs	5.713	5.713	0.000	0.419	0.420	(0.001)	over	(0.2%)	
Payments to Other Bodies	3.221	3.221	0.000	0.032	0.030	0.002	under	6.3%	
Payments to Contractors	0.100	0.100	0.000	0.069	0.071	(0.002)	over	(2.9%)	a
Transfer Payments	0.000	0.000	0.000	0.000	0.000	0.000	-	n/a	
Financing Charges	23.730	23.730	0.000	0.050	0.046	0.004	under	8.0%	
Total Controllable Expenditure	88.793	88.793	0.000	34.678	34.521	0.157	under	0.5%	
Total Controllable Income	(98.991)	(98.991)	0.000	(55.337)	(55.178)	(0.159)	under recovered	(0.3%)	3,b
Transfer to/(from) Balance Sheet	(4.603)	(4.603)	0.000	(2.833)	(2.835)	0.002	under	0.1%	
Net Controllable Expenditure	(14.801)	(14.801)	0.000	(23.492)	(23.492)	0.000	-	0.0%	
Add: Non Controllable Budgets									
Financing Charges	14.801	14.801	0.000	0.000	0.000	0.000	-	0.0%	
Total Budget	0.000	0.000	0.000	(23.492)	(23.492)	0.000	-	0.0%	

Variance Explanations**1. Employee Costs**

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

2. Property Costs

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

3. Income

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

Budget Virements

- a. Realignment of Grounds Maintenance budgets to reflect current service delivery requirements: Net Effect £0.000m. Property Costs £0.334m and Payments to Other Bodies (£0.334m).
- b. Establish budget to reflect Scottish Government funding for Local Heat and Energy Efficiency Strategy: Net Effect £0.000m. Property Costs £0.043m and Income (£0.043m).

Report

5

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Trading Services Financial Performance for Period 9: 1 April 2018 to 9 November 2018
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the estimated surplus for each of the Council's Trading Operations,
- ◆ provide information on the actual surplus as at 9 November 2018, and
- ◆ provide an update on the projected results for the financial year 2018/2019.

2. Recommendation(s)

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

- (1) that the surplus achieved to 9 November 2018 of £5.097 million, as detailed in Appendix A of the report, be noted.

3. Background

Trading Operations Position

- 3.1. As part of the budget for 2018/2019, an estimated target for Trading Operations' surpluses was set at £11.466 million. In the period to 12 October 2018, this was revised to £11.934 million.
- 3.2. Since then, in the period to 9 November 2018, a budget allocation has been made from Reserves to the Fleet Trading Operation for funding carried forward from 2017/2018 in relation to the Fleet Tranman system.
- 3.3. The effect of the above adjustments is to decrease the Budgeted Trading Surplus by £0.015 million, resulting in a revised budget of £11.919 million.
- 3.4. Details of the financial performance of each of the individual Trading Operations is provided in Appendix A to this report.
- 3.5. This budgeted surplus sum will continue to be taken as a minimum target for achievement by the Trading Operations. Effort will be maintained to maximise results during the remainder of this financial year.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. As at 9 November 2018, the actual surplus achieved by the Trading Operations total £5.097 million, representing an under recovery of £0.300 million against the phased budget. This relates to the Fleet Trading Operation and is offset by an underspend in the Community and Enterprise Resources' budget, as detailed in the Revenue Budget Monitoring Report for the period ended 9 November 2018.
- 5.2. In relation to the forecast outturn position, the level of income received by the Property Trading Operation (which includes contract works and design work) can be affected by the timing of works. This year there have been some areas where income levels have been affected due to the timing of works carried out. These include Early Years, Central Heating programmes, and Growth and Capacities in schools. Additional works help balance some of the shortfall including works on new housing stock.
- 5.3. The level of surplus shortfall this year is expected to be around £1.400 million. This reflects the lower income from these jobs, offset by a reduction in variable direct costs. Work will continue to progress or accelerate any additional works which can contribute favourably to income levels.

6. Other Implications

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

7. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

19 November 2018

Link(s) to Council Values/Ambitions/Objectives

- ♦ Accountable, Effective, Efficient and Transparent

Previous References

- ♦ Executive Committee, 21 November 2018

List of Background Papers

- ♦ Financial ledger and budget monitoring results to 9 November 2018

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 9 November 2018 (No.9)
Trading Operations

	2018/2019 Revenue Budget Surplus	2018/2019 Forecast Revenue Budget Surplus	Phased Budget (Surplus) at 09/11/18	Actual (Surplus) / Deficit at 09/11/18	Variance at 09/11/18	
Trading Service	£m	£m	£m	£m	£m	
Fleet	(2.876)	(2.876)	(1.806)	(1.506)	(0.300)	under surplus
Roads	(4.639)	(4.639)	(2.837)	(2.837)	0.000	-
Property Services	(4.404)	(3.004)	(0.754)	(0.754)	0.000	-
Total	(11.919)	(10.519)	(5.397)	(5.097)	(0.300)	under surplus

Report

6

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Additional Funding from Scottish Government and Other External Sources
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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 (21 November 2018).

2. Recommendation(s)

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

- (1) that the additional revenue funding of £0.641m as detailed at Appendix 1 of the report, be noted.

3. Background

- 3.1. The Council is periodically advised of additional funding which is made available from the Scottish Government and other sources to enable various initiatives to be undertaken.
- 3.2. Additional funding may either be paid through the General Revenue Grant mechanism or by the completion of appropriate grant claims.
- 3.3. Details of the additional funding for 2018/19 are attached at Appendix 1 to the report. The report details additional funding that has been reported by Resources as part of the additional resources notification process, as well as any additional funding that has increased the Council's budget by more than £0.100m.

4. Employee Implications

4.1. None.

5. Financial Implications

- 5.1. Additional revenue funding of £0.417m has been identified for 2018/19. A further £0.224m has been identified as indicative funding for 2019/2020 pending confirmation of the Scottish Government budget for 2019/2020.
- 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. Other Implications

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

7. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

19 November 2018

Link(s) to Council Objectives/Values

- ◆ Accountable, Effective and Efficient

Previous References

- ◆ Executive Committee, 21 November 2018

List of Background Papers

- ◆ Additional Funding Reports:
24 October 2018 to 19 November 2018

Contact for Further Information

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

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

Additional Revenue Funding

Resource	Description	2018/19 £m	2019/20 £m	2020/21 £m	Total £m	Method
Education Resources	Early Year Additional Graduate Commitment	0.324	0.000	0.000	0.324	Scottish Government Grant
Social Work Resources	Caledonian Programme Roll Out	0.093	0.224*	0.000	0.317	Scottish Government Grant
	TOTAL REVENUE FUNDING	0.417	0.224	0.000	0.641	

*£0.224m has been identified as indicative funding pending confirmation when the Scottish Government Budget for 2019/2020 is finalised



Report

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Employee Workforce Monitoring Information April 2018 to September 2018 Summary
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period April 2018 – September 2018.

2. Recommendation(s)

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

(1) that the following employment information for April 2018 – September 2018 relating to the Council be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accidents/incidents;
- ◆ discipline, grievance and dignity at work;
- ◆ employee development;
- ◆ labour turnover/analysis of leavers and exit interviews;
- ◆ recruitment monitoring;
- ◆ staffing watch as at 8 September 2018.

3. Background

3.1. As part of the Council's performance management arrangements, the following monitoring information is submitted to the Executive Committee. This report for the Council provides information on the position for the period April 2018 – September 2018.

4. Attendance Statistics

4.1. Information on absence statistics for April 2018 – September 2018 for the Council and each Resource is provided in Appendices 1 – 8. Points to note are:

- ◆ The Council's average absence rate for April 2018 – September 2018 is 4.0%, an increase of 0.3% when compared to the same period last year.
- ◆ The APT&C average absence rate for April 2018 – September 2018 is 4.0%, this figure remains unchanged when compared to the same period last year.
- ◆ The teaching staff average absence rate for April 2018 – September 2018 is 1.8%, this figure remains unchanged when compared with the same period last year.
- ◆ The manual workers' average absence rate for April 2018 – September 2018 is 5.8%, an increase of 0.9% when compared with the same period last year.

In comparison to April 2017 - September 2017 (Appendix 8):

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions have decreased by 393 days.
- ◆ Total days lost due to psychological conditions have increased by 4390 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have decreased by 144 days.
- ◆ Total days lost due to respiratory conditions have decreased by 348 days.

5. Occupational Health

5.1. Information on Occupational Health for the period April 2018 – September 2018 is provided in Appendix 9.

- ◆ Over the period musculoskeletal and psychological conditions were the main reasons for medical referrals; this remains unchanged from the same period last year.
- ◆ During the period there were a total of 821 employees referred for a medical examination and when compared to the same period last year this represents an increase of 59 employees being referred.
- ◆ During the period, a total of 1113 employees attended physiotherapy treatment, which is an increase of 86 when compared to the same period last year.
Of the 1113 employees referred, 66% remained at work whilst undertaking treatment.
- ◆ Over the period 629 employees were referred to the Employee Support Officer, an increase of 213 when compared to the same period last year. Of those referrals made during the period, 89% related to personal issues.
- ◆ During the year there were 229 referrals for counselling, 220 were from management and 9 from employees. This represents an overall decrease of 14 referrals when compared with the same period last year.
- ◆ Over the period a total of 139 employees were referred for Cognitive Behavioural Therapy, an increase of 33 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for the period April 2018 – September 2018 is contained in Appendix 10.

- ◆ The number of accidents/incidents recorded for the period was 392, a decrease of 37 from same period last year.
- ◆ During the period specified injury accidents/incidents have decreased by 1 when compared to the same period last year.
- ◆ Overall minor accidents/incidents have decreased by 39 when compared with the same period last year.
- ◆ During the period the number of over 3 day injuries have increased by 2 when compared to the same period last year.
- ◆ During the period the number of accidents resulting in an absence lasting over 7 days has increased by 1 when compared with the same period last year.

7. Discipline, Grievance, Dignity at Work

7.1. Information on Disciplinary, Grievance Hearings and Dignity at Work for the period April 2018 – September 2018 is contained in Appendices 11 and 12.

- ◆ During the period, a total of 104 disciplinary hearings were held across Resources within the Council, which represents a decrease of 4 when compared to same period last year. Action was taken in 87 of these cases and there were 5 appeals raised against the outcomes.
- ◆ Our target is to convene disciplinary hearings within 6 weeks. During the period 88% of hearings met this target which is a decrease of 6% when compared to the same period last year.

- ◆ During the period 12 appeals were submitted to the Appeals Panel, of which 2 were upheld in part, 6 were not upheld and 4 appeals were pending.
- ◆ Overall 11 grievances were raised during the period, a decrease of 4 when compared with the same period last year.
- ◆ There were 5 dignity at work incidents raised this period, a decrease of 8 when compared with the same period last year.
- ◆ During the period 3 referrals for mediation were submitted; this represents a decrease of 1 when compared to the same period last year.

8. Employee Development

8.1. Information on Employee Development for the period April 2018 – September 2018 is contained in Appendices 13 and 13a.

- ◆ The Council is committed to ensuring that every employee has the opportunity to undertake learning and development which relates to their job.
- ◆ During this period there were 10,947 attendances at training events.
- ◆ As Learn on Line options continues to be developed, employees have successfully completed 27,331 e-learning packages covering a wide variety of subjects.

9. Labour Turnover/Analysis of Leavers and Exit Interviews

9.1. Labour Turnover

Information on the number of leavers and exit interviews for the period April 2018 – September 2018 is contained in Appendix 14. Exit interviews are conducted with leavers who leave voluntarily.

Labour turnover

Using information compiled from Resources as at 30 September 2018, the Council's average labour turnover figure for April - September 2018 is as follows:-

308 leavers / 14268 employees in post = Labour Turnover of 2.2%

The Council's labour turnover figure for April 2018 – September 2018 is 4.3% and this figure has decreased by 1.0% when compared to the same period last year.

9.2. Analysis of Leavers and Exit Interviews

- ◆ During April 2018 – September 2018 there were 308 leavers eligible for an exit interview, a decrease of 71 when compared with April 2017 – September 2017.
- ◆ Exit interviews for April 2018 – September 2018 were held with 29% of leavers, compared with 10% in the period April 2017 – September 2017.

10. Recruitment Monitoring

10.1. Information on Recruitment Monitoring for the period April 2018 – September 2018 is contained within Appendix 15. From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:

- ◆ 99% of applicants completed an Equal Opportunities Monitoring Form, compared with 92% in the period April 2017 – September 2017.
- ◆ Of the 249 applicants who declared themselves as disabled, 142 were shortlisted for interview and 23 were appointed. This compares to 179 applicants the previous period, of which 66 applicants were shortlisted for interview and 10 were appointed.
- ◆ Of the 86 applicants from a black/ethnic background, 29 were shortlisted for interview and 3 were appointed. This compares to 125 applicants the previous period, of which 27 were shortlisted for interview and 7 were appointed.

11. Staffing Watch

11.1. Details of the number of employees in post at 8 September 2018 are contained in Appendix 16. There were 14,309 employees in post as at 8 September 2018

compared to 14,332 as at 9 September 2017. This represents a decrease of 23 when compare to same period last year.

12. Employee Implications

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

13. Financial Implications

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

14. Other Implications

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

15. Equality Impact Assessment and Consultation Arrangements

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

There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

2 November 2018

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

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

Previous References

- ◆ 6 December 2017

List of Background Papers

- ◆ monitoring information provided by Resources

Contact for Further Information

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

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ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Council Wide

APT&C				Teachers				Manual Workers				Council Wide							
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	4.0	4.1	4.2	April	2.9	2.1	1.9	April	6.1	5.2	5.7	April	4.3	3.9	4.1				
May	4.2	4.4	4.2	May	3.1	2.7	2.1	May	5.8	5.1	6.1	May	4.4	4.2	4.2				
June	4.1	4.1	4.2	June	2.4	2.2	2.3	June	5.6	4.9	6.0	June	4.1	3.9	4.3				
July	3.5	3.3	3.5	July	1.2	0.8	1.0	July	4.7	4.5	5.1	July	3.3	3.0	3.4				
August	3.7	3.7	3.7	August	1.4	1.0	1.2	August	5.2	4.5	5.4	August	3.6	3.2	3.6				
September	4.1	4.4	4.4	September	2.4	2.2	2.2	September	5.4	5.0	6.2	September	4.1	4.0	4.4				
October	4.5	4.3		October	2.9	2.4		October	5.6	5.4		October	4.4	4.1					
November	5.0	4.7		November	3.1	3.5		November	6.4	6.1		November	4.9	4.8					
December	5.1	4.9		December	3.2	3.8		December	6.3	6.7		December	4.9	5.1					
January	4.7	5.0		January	2.8	3.0		January	5.5	6.6		January	4.5	5.0					
February	5.1	5.2		February	3.7	3.0		February	5.8	6.5		February	5.0	5.0					
March	5.0	4.8		March	3.4	2.9		March	5.4	6.2		March	4.7	4.7					
Annual Average	4.4	4.4	4.4	Annual Average	2.7	2.5	2.4	Annual Average	5.7	5.6	6.0	Annual Average	4.4	4.2	4.4				
Average Apr-Sep	3.9	4.0	4.0	Average Apr-Sep	2.2	1.8	1.8	Average Apr-Sep	5.5	4.9	5.8	Average Apr-Sep	4.0	3.7	4.0				
No of Employees at 30 September 2018				6918	No of Employees at 30 September 2018				3807	No of Employees at 30 September 2018				4381	No of Employees at 30 September 2018				15106

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019				
April	4.0	3.9	3.2	April	5.8	5.2	5.4	April	5.3	4.8	5.0	April	4.3	3.9	4.1				
May	4.2	4.4	2.8	May	5.6	5.7	6.0	May	5.2	5.4	5.5	May	4.4	4.2	4.2				
June	3.4	4.2	3.8	June	5.5	5.1	5.8	June	4.9	4.9	5.5	June	4.1	3.9	4.3				
July	2.5	3.4	4.3	July	4.4	4.2	4.5	July	3.9	4.0	4.4	July	3.3	3.0	3.4				
August	2.9	3.6	4.8	August	5.0	4.5	5.3	August	4.4	4.3	5.2	August	3.6	3.2	3.6				
September	4.4	3.4	6.0	September	5.6	5.0	6.2	September	5.3	4.8	6.2	September	4.1	4.0	4.4				
October	4.8	3.8		October	5.8	5.6		October	5.5	5.3		October	4.4	4.1					
November	5.5	4.5		November	6.7	6.2		November	6.4	5.9		November	4.9	4.8					
December	5.3	3.6		December	6.2	6.4		December	6.0	5.9		December	4.9	5.1					
January	4.4	3.0		January	5.7	6.3		January	5.4	5.7		January	4.5	5.0					
February	4.5	3.0		February	6.4	6.8		February	5.9	6.1		February	5.0	5.0					
March	4.2	3.4		March	5.9	6.1		March	5.4	5.6		March	4.7	4.7					
Annual Average	4.2	3.7	3.9	Annual Average	5.7	5.6	5.9	Annual Average	5.3	5.2	5.5	Annual Average	4.4	4.2	4.4				
Average Apr-Sep	3.6	3.8	4.2	Average Apr-Sep	5.3	5.0	5.5	Average Apr-Sep	4.8	4.7	5.3	Average Apr-Sep	4.0	3.7	4.0				
No of Employees at 30 September 2018				540	No of Employees at 30 September 2018				2759	No of Employees at 30 September 2018				3299	No of Employees at 30 September 2018				15106

For the financial year 2018/19, the projected average days lost per employee equates to 13.4 days.

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Education Resources

APT&C				Teachers				Resource Total				Council Wide							
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019				
April	3.4	4.0	4.1	April	2.9	2.1	1.9	April	3.1	2.9	2.8	April	4.3	3.9	4.1				
May	3.8	4.7	4.5	May	3.1	2.7	2.1	May	3.4	3.5	3.1	May	4.4	4.2	4.2				
June	3.8	3.6	4.4	June	2.4	2.2	2.3	June	3.0	2.8	3.2	June	4.1	3.9	4.3				
July	2.9	2.1	2.4	July	1.2	0.8	1.0	July	1.9	1.3	1.6	July	3.3	3.0	3.4				
August	3.0	2.7	2.7	August	1.4	1.0	1.2	August	2.0	1.7	1.8	August	3.6	3.2	3.6				
September	3.7	4.3	4.1	September	2.4	2.2	2.2	September	2.9	3.0	3.0	September	4.1	4.0	4.4				
October	4.2	4.6		October	2.9	2.4		October	3.4	3.3		October	4.4	4.1					
November	5.4	5.0		November	3.1	3.5		November	4.0	4.1		November	4.9	4.8					
December	5.4	5.3		December	3.2	3.8		December	4.1	4.4		December	4.9	5.1					
January	4.7	5.2		January	2.8	3.0		January	3.6	3.9		January	4.5	5.0					
February	5.5	5.5		February	3.7	3.0		February	4.4	4.0		February	5.0	5.0					
March	5.6	4.7		March	3.4	2.9		March	4.3	3.7		March	4.7	4.7					
Annual Average	4.3	4.3	4.4	Annual Average	2.7	2.5	2.4	Annual Average	3.3	3.2	3.2	Annual Average	4.4	4.2	4.4				
Average Apr-Sep	3.4	3.6	3.7	Average Apr-Sep	2.2	1.8	1.8	Average Apr-Sep	2.7	2.5	2.6	Average Apr-Sep	4.0	3.7	4.0				
No of Employees at 30 September 2018				2670	No of Employees at 30 September 2018				3807	No of Employees at 30 September 2018				6477	No of Employees at 30 September 2018				15106

For the financial year 2018/19, the projected average days lost per employee equates to 6.1 days.

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Finance and Corporate Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019				
April	2.6	2.8	3.1	April			8.6	April	2.6	2.8	3.2	April	4.3	3.9	4.1				
May	2.2	3.2	3.3	May		0.0	0.4	May	2.2	3.2	3.2	May	4.4	4.2	4.2				
June	2.2	3.3	2.5	June		0.0	0.0	June	2.2	3.3	2.5	June	4.1	3.9	4.3				
July	2.0	3.1	2.9	July		0.0	0.0	July	2.0	3.0	2.9	July	3.3	3.0	3.4				
August	2.2	3.5	2.8	August		0.0	0.4	August	2.2	3.4	2.8	August	3.6	3.2	3.6				
September	2.4	4.1	3.1	September		0.0	0.0	September	2.4	4.1	3.0	September	4.1	4.0	4.4				
October	2.6	4.4		October		0.0		October	2.6	4.3		October	4.4	4.1					
November	3.1	4.2		November		0.0		November	3.1	4.1		November	4.9	4.8					
December	2.6	3.5		December		0.0		December	2.6	3.4		December	4.9	5.1					
January	2.6	4.1		January		7.0		January	2.6	4.2		January	4.5	5.0					
February	3.8	4.2		February	2.5		February	3.8	4.2		February	5.0	5.0						
March	3.7	3.8		March	16.9		March	3.7	4.0		March	4.7	4.7						
Annual Average	2.7	3.7	3.5	Annual Average	2.4	3.0	Annual Average	2.7	3.7	3.5	Annual Average	4.4	4.2	4.4					
Average Apr-Sep	2.3	3.3	3.0	Average Apr-Sep		0.0	1.6	Average Apr-Sep	2.3	3.3	2.9	Average Apr-Sep	4.0	3.7	4.0				
No of Employees at 30 September 2018				996	No of Employees at 30 September 2018				11	No of Employees at 30 September 2018				1007	No of Employees at 30 September 2018				15106

For the financial year 2018/19, the projected average days lost per employee equates to 6.8 days.

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Housing & Technical Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019				
April	4.6	4.3	3.9	April	6.3	4.5	6.5	April	5.1	4.4	4.9	April	4.3	3.9	4.1				
May	4.3	4.2	3.6	May	5.0	3.9	6.5	May	4.5	4.1	4.8	May	4.4	4.2	4.2				
June	4.3	3.9	4.0	June	5.5	4.4	6.2	June	4.7	4.1	4.9	June	4.1	3.9	4.3				
July	4.1	4.3	3.7	July	4.5	4.9	6.3	July	4.2	4.5	4.8	July	3.3	3.0	3.4				
August	4.9	4.7	4.1	August	5.7	4.0	5.5	August	5.1	4.4	4.6	August	3.6	3.2	3.6				
September	5.1	4.3	4.5	September	4.6	4.5	6.2	September	5.0	4.4	5.2	September	4.1	4.0	4.4				
October	5.5	3.8		October	5.0	4.4		October	5.3	4.0		October	4.4	4.1					
November	4.9	4.9		November	6.7	6.4		November	5.5	5.5		November	4.9	4.8					
December	5.0	5.0		December	6.7	9.0		December	5.6	6.6		December	4.9	5.1					
January	5.0	5.4		January	4.3	7.3		January	4.8	6.2		January	4.5	5.0					
February	4.9	5.2		February	4.7	6.1		February	4.8	5.6		February	5.0	5.0					
March	4.7	5.1		March	4.6	6.0		March	4.6	5.4		March	4.7	4.7					
Annual Average	4.8	4.6	4.4	Annual Average	5.3	5.5	6.4	Annual Average	4.9	4.9	5.2	Annual Average	4.4	4.2	4.4				
Average Apr-Sep	4.6	4.3	4.0	Average Apr-Sep	5.3	4.4	6.2	Average Apr-Sep	4.8	4.3	4.9	Average Apr-Sep	4.0	3.7	4.0				
No of Employees at 30 September 2018				897	No of Employees at 30 September 2018				557	No of Employees at 30 September 2018				1454	No of Employees at 30 September 2018				15106

For the financial year 2018/19, the projected average days lost per employee equates to 11.9 days.

ABSENCE TRENDS - 2016/2017, 2017/2018 & 2018/2019
Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019		2016 / 2017	2017 / 2018	2018 / 2019
April	4.8	5.0	5.3	April	6.6	5.6	6.2	April	5.4	5.2	5.6	April	4.3	3.9	4.1
May	5.3	4.9	5.1	May	6.9	4.1	6.2	May	5.8	4.6	5.4	May	4.4	4.2	4.2
June	5.2	5.3	5.2	June	6.2	4.6	6.3	June	5.5	5.1	5.6	June	4.1	3.9	4.3
July	5.0	4.8	5.2	July	5.7	4.9	6.4	July	5.3	4.8	5.6	July	3.3	3.0	3.4
August	4.8	4.9	5.0	August	5.4	4.7	5.9	August	5.0	4.8	5.3	August	3.6	3.2	3.6
September	4.3	5.0	5.0	September	5.3	5.2	6.1	September	4.7	5.1	5.4	September	4.1	4.0	4.4
October	4.7	4.2		October	5.6	5.8		October	5.0	4.8		October	4.4	4.1	
November	5.1	4.4		November	5.4	5.9		November	5.2	4.9		November	4.9	4.8	
December	5.6	5.6		December	6.1	6.1		December	5.8	5.7		December	4.9	5.1	
January	5.5	5.5		January	5.5	7.3		January	5.5	6.1		January	4.5	5.0	
February	5.8	6.1		February	4.8	5.8		February	5.4	6.0		February	5.0	5.0	
March	5.6	5.7		March	4.8	6.5		March	5.3	5.9		March	4.7	4.7	
Annual Average	5.1	5.1	5.2	Annual Average	5.7	5.5	6.2	Annual Average	5.3	5.3	5.5	Annual Average	4.4	4.2	4.4
Average Apr-Sep	4.9	5.0	5.1	Average Apr-Sep	6.0	4.9	6.2	Average Apr-Sep	5.3	4.9	5.5	Average Apr-Sep	4.0	3.7	4.0

No of Employees at 30 September 2018	1815	No of Employees at 30 September 2018	1054	No of Employees at 30 September 2018	2869	No of Employees at 30 September 2018	15106
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For the financial year 2018/19, the projected average days lost per employee equates to 12.0 days.

ABSENCE BY LONG AND SHORT TERM

From: 1 April 2018 - 30 September 2018

Resource	April - September 2018		
	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	1.6	3.7	5.3
Education	0.8	1.8	2.6
Finance and Corporate	1.3	1.6	2.9
Housing & Technical	1.7	3.2	4.9
Social Work	1.6	3.9	5.5
Council Overall for Apr - Sep 2018	1.3	2.7	4.0

From: 1 April 2017 - 30 September 2017

Resource	April - September 2017		
	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	1.6	3.1	4.7
Education	0.8	1.7	2.5
Finance and Corporate	1.1	2.2	3.3
Housing & Technical	1.6	2.7	4.3
Social Work	1.6	3.3	4.9
Council Overall for Apr - Sep 2017	1.2	2.5	3.7

Absence Monitoring**Absence Classifications****From 1 April 2018 to 30 September 2018**

Reason	Total Work Days Lost	% of Work Days Lost
Musculoskeletal	18908	30
Psychological	21752	27
Stomach	7427	12
Respiratory	3665	7
Others	19351	24
Total Days Lost	71103	100

From 1 April 2017 to 30 September 2017

Reason	Total Work Days Lost	% of Work Days Lost
Musculoskeletal	19301	30
Psychological	17362	27
Stomach	7571	12
Respiratory	4013	7
Others	15397	24
Total Days Lost	63644	100

OCCUPATIONAL HEALTH REPORTS

APPENDIX 9

FROM: 1 April 2018 - 30 September 2018 comparison with 1 April 2017 - 30 September 2017

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Apr-Sep 2018)	220	59	89	46	117	290	821
TOTAL (Apr-Sep 2017)	224	56	77	60	118	227	762

No of Employees Referred For Physiotherapy		
RESOURCE	Apr-Sep 2017	Apr-Sep 2018
Community and Enterprise	272	285
Education (Teachers)	109	151
Education (Others)	142	155
Finance and Corporate	57	73
Housing and Technical	147	149
Social Work	300	300
TOTAL	1027	1113

No of Employees Referred To Employee Support Officer		
RESOURCE	Apr-Sep 2017	Apr-Sep 2018
Community and Enterprise	100	170
Education	137	207
Finance and Corporate	28	46
Housing and Technical	46	67
Social Work	105	139
TOTAL	416	629

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Apr-Sep 2017	Apr-Sep 2018
Community and Enterprise	19	24
Education	29	51
Finance and Corporate	16	12
Housing and Technical	14	21
Social Work	28	31
TOTAL	106	139

	Analysis of Counselling Referrals by Cause												
	Reason												
	Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total		
	M	S	M	S	M	S	M	S	M	S	M	S	
TOTAL (Apr-Sep 2018)	42	2	0	1	150	4	1	0	27	2	220	9	
TOTAL (Apr-Sep 2017)	64	13	0	0	134	10	2	0	20	0	220	23	
								Total Referrals (Apr-Sep 2018)				229	
								Total Referrals (Apr-Sep 2017)				243	

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

FROM: 1 April 2018 - 30 September 2018 comparison with 1 April 2017 - 30 September 2017

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Fatal	0	1	0	0	0	0	0	0	0	0	0	1
Specified Injury	2	3	1	2	1	0	0	0	1	0	5	5
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	2	4	1	2	1	0	0	0	1	0	5	6
Over 7-day	8	5	0	2	0	0	4	4	1	1	13	12
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 7-day**	8	5	0	2	0	0	4	4	1	1	13	12
Over 3-day	3	2	0	0	0	0	1	0	0	0	4	2
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 3-day**	3	2	0	0	0	0	1	0	0	0	4	2
Minor	25	30	4	13	3	0	11	15	10	16	53	74
Near Miss	7	4	0	0	0	0	2	2	1	6	10	12
Violent Incident: Physical	4	7	230	240	1	0	1	4	27	37	263	288
Violent Incident: Verbal	7	6	17	11	2	7	4	4	14	7	44	35
Total Minor***	43	47	251	264	6	7	18	25	52	66	370	409
Total Accidents/Incidents	56	58	252	268	7	7	23	29	54	67	392	429

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

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

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

RECORD OF DISCIPLINARY HEARINGS

FROM: 1 April 2018 - 30 September 2018 comparison with 1 April 2017 - 30 September 2017

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
					APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
COMMUNITY AND ENTERPRISE	3	56	N/A	59	1	11	N/A	12	2	45	N/A	47	30	26	3	95%
EDUCATION	4	0	5	9	0	0	0	0	4	0	5	9	2	3	4	56%
FINANCE AND CORPORATE	2	0	N/A	2	1	0	N/A	1	1	0	N/A	1	1	0	1	50%
HOUSING & TECHNICAL	7	6	N/A	13	0	2	N/A	2	7	4	N/A	11	10	1	2	85%
SOCIAL WORK	9	12	N/A	21	1	1	N/A	2	8	11	N/A	19	9	10	2	90%
TOTAL (Apr-Sep 2018)	25	74	5	104	3	14	0	17	22	60	5	87	52	40	12	88%
TOTAL (Apr-Sep 2017)	26	78	4	108	4	6	0	10	22	72	4	98	80	21	7	94%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
COMMUNITY AND ENTERPRISE	0	2	N/A	2	0	0	N/A	0	0	1	N/A	1	0	1	0	1	0
EDUCATION	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0
FINANCE AND CORPORATE	1	0	N/A	1	0	0	N/A	0	0	0	N/A	0	1	0	0	1	0
HOUSING & TECHNICAL	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0	0
SOCIAL WORK	1	0	N/A	1	1	0	N/A	1	0	0	N/A	0	0	0	0	0	0
TOTAL (Apr-Sep 2018)	3	2	0	5	1	0	0	1	0	1	0	1	2	1	0	3	0
TOTAL (Apr-Sep 2017)	3	2	0	5	1	0	0	1	0	1	0	1	2	1	0	3	0

*Resources nil responses are not included in figures

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

APPEAL'S PANEL

FROM: 1 April 2018 - 30 September 2018

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	2	6	0	8	4

RECORD OF GRIEVANCES**FROM: 1 April 2018 - 30 September 2018 comparison with 1 April 2017 - 30 September 2017**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
COMMUNITY AND ENTERPRISE	2	0	1	1	0
EDUCATION	6	0	6	0	0
FINANCE AND CORPORATE	0	0	0	0	0
HOUSING & TECHNICAL	2	0	1	0	1
SOCIAL WORK RESOURCES	1	0	1	0	0
TOTAL (Apr-Sep 2018)	11	0	9	1	1
TOTAL (Apr-Sep 2017)	15	8	4	3	0

DIGNITY AT WORK**FROM: 1 April 2018 - 30 September 2018 comparison with 1 April 2017 - 30 September 2017**

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
COMMUNITY AND ENTERPRISE	2	0	1	0	0	1
EDUCATION	1	0	0	0	0	1
FINANCE AND CORPORATE	1	0	0	0	0	1
HOUSING & TECHNICAL	0	0	0	0	0	0
SOCIAL WORK RESOURCES	1	0	1	0	0	0
TOTAL (Apr-Sep 2018)	5	0	2	0	0	3
TOTAL (Apr-Sep 2017)	13	0	13	0	0	0

REFERRALS FOR WORKPLACE MEDIATION

As at September 2018

WORKPLACE MEDIATION	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
No of Referrals	1	2	0	0	0	0
*No of Successful Cases	1	0	0	0	0	0
*No of Unsuccessful Cases	0	0	0	0	1	0
No of cases unsuitable for mediation	1	1	0	0	0	0

WORKPLACE MEDIATION	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
No of Referrals	0	1	1	0	2	0
*No of Successful Cases	0	0	0	0	0	0
*No of Unsuccessful Cases	0	0	0	0	0	0
No of cases unsuitable for mediation	0	1	1	0	0	0

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

Employee Development

1 April 2018 - 30 September 2018

Resource	Attended classroom based training
Community and Enterprise	2524
Education	3626
Finance and Corporate	309
Housing and Technical	1264
Social Work	3224
Total	10,947

Resource	Courses Completed / Passed
Community and Enterprise	881
Education	11660
Finance and Corporate	2477
Housing and Technical	4233
Social Work	8080
Total	27,331

EMPLOYEE DEVELOPMENT

Monitoring Stats for all Training - 1 April 2018 - 30 September 2018
Finance and Corporate Resources

	Percentage (%)	Count
Male	34.7%	5390
Female	65.3%	10144
Disabled	1.6%	241
Not Disabled	87.9%	13682
Not Disclosed	3.8%	594
Not Entered	6.8%	1057
White - Scottish	89.1%	13841
White - Other British	3.0%	465
White - Irish	0.5%	72
White - Any other Background	1.1%	166
Asian - Pakistani	0.9%	14
All Others	6.3%	977
21 Years	2.7%	412
21-29 Years	14.7%	2289
30-39 Years	20.8%	3238
40-49 Years	24.5%	3809
50-59 Years	28.3%	4392
60-65 Years	7.6%	1178
Over 65 Years	1.4%	217

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

APPENDIX 14

FROM: 1 April 2018 - 30 September 2018

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Career Advancement	4	9	7	5	7	32	36
Further Education	0	6	1	0	1	8	9
Poor Relationships with Managers/ Colleagues	0	3	0	0	4	7	8
Child Caring/ Caring Responsibilities	2	3	0	0	1	6	7
Moving outwith Area	0	2	0	0	3	5	6
Travelling Difficulties	1	0	0	0	2	3	3
Personal Reasons	2	0	0	0	0	2	2
Other	6	11	3	2	4	26	29
Number of Exit Interviews Conducted	15	34	11	7	22	89	
Total No Of Leavers Per Resource Eligible For An Exit Interview	67	133	24	16	68	308	
% Of Leavers Interviewed	22	26	46	44	32	29	

From 1 April - 30 September 2017

Number of Exit Interviews Conducted	7	13	4	4	9	37	
Total No Of Leavers Per Resource Eligible For An Exit Interview	123	131	16	26	83	379	
% Of Leavers Interviewed	6	10	25	15	11	10	

* Note these totals include temporary employees

RECRUITMENT MONITORING **Analysis of Gender, Disability, Ethnicity and Age**

FROM : 1 April 2018 - 30 September 2018

Total Number of applications received:	3927
Total Number of Equal Opportunities Monitoring forms received:	3912
Total Number of posts recruited for:	350
Total Number of appointments:	434

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	3912	1153	432
Total No of Male Applicants	1469	400	115
Total No of Female Applicants	2352	799	259
Total No of Disabled Applicants	249	142	23
Total No of applicants aged under 50	3329	1028	309
Total No of applicants aged over 50	425	191	72
Total No of White applicants	3689	1174	372
Total No of Black/Ethnic minority applicants*	86	29	3

FROM : 1 April 2017 - 30 September 2017

Total Number of applications received:	5090
Total Number of Equal Opportunities Monitoring forms received:	4726
Total Number of posts recruited for:	399
Total Number of appointments:	742

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	4726	1699	612
Total No of Male Applicants	1480	378	108
Total No of Female Applicants	3242	1031	420
Total No of Disabled Applicants	179	66	10
Total No of applicants aged under 50	4001	1189	453
Total No of applicants aged over 50	698	283	76
Total No of White applicants	4565	1372	516
Total No of Black/Ethnic minority applicants*	125	27	7

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

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 8 September 2018

Analysis by Resource

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3089	1356	203	202	1328
Education - Others	2505	124	78	401	1902
Education - Teachers	3691	689	59	2271	672
Finance & Corporate Resources	935	213	18	393	311
Housing & Technical	1333	872	18	303	140
Social Work Resources	2756	216	185	897	1458
Total All Staff	14309	3470	561	4467	5811

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2267.04	1.00	1544.04	408.90	236.66	48.64	16.80	4.00	7.00	0.00
1765.96	1.00	1115.24	459.47	84.54	19.00	15.00	4.00	57.51	10.20
3395.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.60	3391.20
830.67	2.00	131.96	359.41	242.18	61.42	26.70	6.00	1.00	0.00
1280.10	1.00	196.73	682.02	352.35	34.00	12.00	2.00	0.00	0.00
2370.46	1.00	1323.97	463.08	536.41	20.00	25.00	1.00	0.00	0.00
8514.23	(excluding Teachers)								
11910.03	6.00	4311.94	2372.88	1452.14	183.06	95.50	17.00	70.11	3401.40

** Change to report this is now run electronically which allows us to report on grade.

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 September 2017

Analysis by Resource

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3129	1384	221	221	1303
Education - Others	2404	127	71	358	1848
Education - Teachers	3622	680	58	2235	649
Finance & Corporate Resources	1013	225	17	449	322
Housing & Technical	1353	891	13	306	143
Social Work Resources	2811	223	195	913	1480
Total All Staff	14332	3530	575	4482	5745

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2320.74	1.00	1545.63	437.65	254.05	50.61	19.80	4.00	8.00	0.00
1677.62	1.00	1037.51	448.50	86.07	19.00	14.00	4.00	56.94	10.60
3332.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.60	3328.20
900.10	2.00	162.56	393.09	238.90	68.41	27.11	6.00	2.03	0.00
1299.00	1.00	190.79	689.91	363.30	40.00	12.00	2.00	0.00	0.00
2420.18	1.00	1354.03	477.57	543.58	20.00	22.00	2.00	0.00	0.00
8617.64	(excluding Teachers)								
11950.44	6.00	4290.52	2446.72	1485.90	198.02	94.91	18.00	71.57	3338.80

** Change to report this is now run electronically which allows us to report on grade.

Report

Report to: **Executive Committee**
 Date of Meeting: **19 December 2018**
 Report by: **Executive Director (Finance and Corporate Resources)**
Executive Director (Education Resources)

Subject: **Funding for SEEMiS LLP Early Learning and Childcare and Next Generation Management Information Systems**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the development of a new Management Information System (MIS) to support Early Learning and Childcare (ELC) expansion and the funding implications for SEEMiS Group LLP (SEEMiS) and South Lanarkshire Council
- ◆ provide information on the proposals for capital borrowing by SLC on behalf of SEEMiS, following Government approval, for Next Generation Seemis development

2. Recommendation(s)

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

- (1) that the Government funding for the SEEMiS ELC system which will be passed through the Council be noted,
- (2) that the proposal to borrow £2.5m to on-lend to SEEMiS to deliver their Next Generation MIS (as per the Scottish Ministers Consent) be approved subject to acceptance of the proposal by all Local Authorities.

3. Background

3.1. SEEMiS provides an Education MIS used by all 32 Local Authorities in Scotland supporting 2,500 schools, 2,000 nurseries, 51,000 teachers, 684,000 pupils and 120,000 nursery children. The MIS provides critical administration services vital to the daily operation of all Local Government schools in Scotland.

3.2. The existing system has grown organically over a 17 year period. It was built pre internet and cannot support the enormous potential offered by digital services. More urgently, the ageing technologies upon which it is based are becoming increasingly obsolescent, raising the very real prospect of unpredictable service breakdown.

3.3. The Executive Director of Education sits on the Board of SEEMiS, and the current SEEMiS Chair is a SLC member.

3.4. SEEMiS has been in discussion with all local authorities to consider the development of two new systems; a new MIS to support 1140 hours ELC expansion in advance of August 2020 and a new Next Generation SEEMiS system replacing the existing

platforms all local authorities use. The need for development arises from the mission critical nature of the system, the ageing technology, the requirement for digital transformation and the risk of system failure being catastrophic to schools.

4. Early Learning and Childcare

- 4.1. SEEMiS was asked by local authorities and the Scottish Government to consider the effort and costs to deliver a single MIS solution to support the expansion of ELC specifically relating to the introduction of 1140 hours.
- 4.2. A short term working group was established to consider business requirements and the outcomes of the group informed the development of a new MIS with functionality that will support application management; communication; enrolment; transition management within a local authority and cross boundary; occupancy management, invoicing and finances; access and control and reporting requirements in ELC as part of the development.
- 4.3. The new ELC MIS system is estimated to cost £1.5m for development with around £0.150m for annual recurring operating support and maintenance costs.
- 4.4. SEEMiS continue to be in active discussion with the Scottish Government about the funding to support the proposals for the development of a single MIS to support the ELC expansion to 1140 hours.
- 4.5. Scottish Government has advised the development cost will be met from the ELC expansion funding; however they cannot provide this funding directly to SEEMiS and were exploring an approach which enables them to provide the funding via local government and that they were seeking Ministerial approval to proceed.
- 4.6. Confirmation has now been received that Ministers have agreed funding for the project via SLC on behalf of the 32 local authorities to SEEMiS. A grant letter is awaited from the Government. This funding will be allocated to SEEMiS by SLC.
- 4.7. The Council will be responsible for the funding their share of the ongoing revenue cost for support and maintenance via their own ELC expansion funding.

5. Next Generation SEEMiS

- 5.1. In March 2016 SEEMiS Board of Management, and subsequently the Annual General Meeting approved the Outline Business Case for the Next Generation of the SEEMiS product set and the associated Product Portfolio Review.
- 5.2. SEEMiS is currently working on delivery of Phase One of the project funded by SEEMiS reserves at a cost of £1.5m. The estimated costs of Phase 2 is £2.5m
- 5.3. Phase One will deliver core infrastructure, data storage, a range of service applications and staff training. Phase One will deliver 26 of 68 functions with the remainder of the 42 functions being delivered in Phase Two. Phase One has commenced and will run for approximately two years and Phase Two is planned to commence at the start of 2019/20 for two years.
- 5.4. A revised business case confirmed the need for £2.5m investment to complete the Next Generation project and options for funding were explored. The recommended option is that Public Works Loans Board borrowing is taken and it is proposed that SLC, as lead authority, borrow the £2.5m and provide a loan for the full value to SEEMiS. SEEMiS will repay SLC annually based on interest rates over a 10 year period, and will recover via increased subscriptions to Members using the same

proportional means of allocation as existing revenue based subscriptions. This equates to an average payback per year of £9k (1/32nd) for each authority.

- 5.5. A legal agreement will be put in place between the Council and SEEMiS to recover the funds. SEEMiS will update their Members Agreement to include the liability to repay their share of the funds to SEEMiS.
- 5.6. SEEMiS has consulted with ADES (the representative group for council Education Directorate) and the Directors of Finance Group on this development and funding requirements, and all local authorities are involved in the groups.

6. SLC Financial Considerations

- 6.1. As Lead Authority for SEEMiS, the Council has been assisting SEEMiS in its efforts to explore options to fund the development. The option which has been proposed is for South Lanarkshire to borrow, and on-lend this to SEEMiS. The costs of this debt will be wholly met by SEEMiS who will recover these costs through their members.
- 6.2. The Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016 set out specific purposes for which local authorities may borrow money for. Providing a loan to SEEMiS to fund the next generation of their product set is not covered and SLC require the permission of Scottish Ministers to borrow for this. SLC sought permission from the Scottish Ministers in September 2018, subject to Council committee approval, and this was granted on 28 November.
- 6.3. The Council's Annual Investment Strategy includes loans to third parties in permitted investments. Any new types of loans to third parties should be approved by Members through the appropriate Committee with full consideration of the service rationale behind the loan and the likelihood of partial or full default and the impact that this will have on service budgets. This paper meets this requirement if lending to SEEMiS is approved.

7. Employee Implications

- 7.1. There are no employee implications associated with this report.

8. Financial Implications

- 8.1. Confirmation has been given from the Scottish Government regarding £1.5m national funding towards the development of the SEEMiS MIS system to support 1140 hours ELC expansion. A grant letter is awaited, and when received the funding will be passed to SEEMiS following receipt by SLC.
- 8.2. Annual revenue budget of approximately £0.009m will be required to fund ongoing support and maintenance costs and this will required to be met from the ELC expansion budget within Education Resources.
- 8.3. If approved by this Committee, the Council acting as lead authority for SEEMiS, will borrow £2. 5m on behalf SEEMiS to support the capital investment of the Next Generation project. All costs associated with the repayment of the debt will be funded by SEEMiS recovered from their member authorities over a ten year loan repayment term. There will be no additional costs to SLC for undertaking the role of facilitating the financing of the Next Generation system.
- 8.4. The Council's own annual cost associated with the Next Generation development is anticipated to be in the region of £0.025m per annum for a period of 10 years. This will be required to be met from existing Council budgets.

9. Other Implications

- 9.1. The Council's Annual Investment Strategy recognises that any investment activity will carry an element of risk. It is important that risk is identified and controls put in place to limit and manage those risks.
- 9.2. The Council's Annual Investment Strategy includes loans to third parties in permitted investments. Any new types of loans to third parties should be approved by Members through the appropriate Committee with full consideration of the service rationale behind the loan and the likelihood of partial or full default and the impact that this will have on service budgets.
- 9.3. In this case there is a risk that SEEMiS fail to repay, either partly, or in full, the loan provided by SLC, however this is mitigated by the fact that SEEMiS is a limited liability partnership whose members are the 32 local authorities in Scotland. A legal agreement will be put in place with SEEMiS to cover the loan.
- 9.4. In the event of a winding up, all assets and liabilities of SEEMiS will be split proportionately based on the individual members' interest share. The legal agreement with SEEMiS will ensure that any remaining loan outstanding is recoverable through this process.
- 9.5. There is a risk that members leave SEEMiS, and do not pay their contribution of the repayment of the loan. This will be mitigated by ensuring that legal arrangements are in place that require member councils to agree to repay back all their share in the event that they leave SEEMiS.
- 9.6. Legal advisors from all parties have been involved in the consideration of the issues contained within the report.
- 9.7. There are no implications for sustainability in terms of the information contained in this report.

10. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

Tony McDaid

Executive Director (Education Resources)

29 November 2018

Link(s) to Council Values/Objectives

- ◆ Accountable, Effective and Efficient

Previous References

- ◆ None

List of Background Papers

- ◆ SEEMiS Management Information System to Support Early Learning and Childcare (ELC) Expansion Proposal to the Scottish Government
- ◆ SEEMiS Next Generation Updated Outline Business Case 3028 – Executive Summary
- ◆ Board of Management SEEMiS Group LLP Papers 20 September 2018 – Capital Investment in Next Generation SEEMiS – Update September 2018

Contact for Further Information

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

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Report

9

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Education Resources) Executive Director (Finance and Corporate Resources)

Subject:	Foundation Apprenticeships and Work Based Learning
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee on the successful bid to enable South Lanarkshire to deliver Foundation Apprenticeships (FAs) and GRADU8 vocational Learning opportunities.
- ♦ request approval to add six additional posts to the Education Resources establishment as detailed in Section 6.2.

2. Recommendation(s)

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

- (1) that the proposal to deliver Foundation Apprenticeships and GRADU8 vocational learning opportunities is approved
- (2) that the additional posts, as detailed in Section 6.2, are added to the Education Resources establishment on a fixed term basis for 36 months from January 2019.

3. Background

- 3.1. Foundation Apprenticeships have been developed by Skills Development Scotland (SDS) with support from the European Social Fund. The objective is to help young people gain valuable real-world work experience and access work-based learning while they're still at school by giving young people earlier exposure to the world of work and equipping them with the skills, experience and knowledge they'll need when they leave school.
- 3.2. For young people it's the chance to get a head start on their careers by gaining an industry-recognised qualification, work on real projects and broaden their career options when they leave school.
- 3.3. For employers, it's the chance to attract highly motivated and committed young people who are willing to learn, identify young people who are right for their business and ensure their organisation has people with the skills they need.

- 3.4. A Foundation Apprenticeship (FA) offers a blended learning experience combining school, college and work-based activities. Lasting one or two years, students will typically begin their Foundation Apprenticeship in S5 for the 2 year course and S5/S6 for the 1 year course. Young people will spend time out of school at college and/or with a local employer, and complete the Foundation Apprenticeship which is awarded at the Higher level, alongside their other subjects like National 5's and Highers. Foundation Apprenticeships are currently available in twelve subject areas, linked to growth sectors of the Scottish economy, so young people are gaining industry experience which will help them kick-start a successful career in their chosen field. In 2017/18 there were 44 South Lanarkshire pupils engaged in the programme and this has risen to 192 pupils engaged in 2018/19.
- 3.5. The Foundation Apprenticeship is made up of 12 Frameworks that are linked to industry needs and areas of growth:
- ◆ Social Services & Healthcare
 - ◆ Social Services Children and Young People
 - ◆ Civil Engineering
 - ◆ Financial Services
 - ◆ Software Development
 - ◆ Hardware/System Support
 - ◆ Engineering
 - ◆ Business Skills
 - ◆ Creative Digital Media
 - ◆ Scientific Technologies
 - ◆ Accountancy
 - ◆ Food & Drink Operations
- 3.6. We have already secured funding to deliver the FA programme 2018-20 and this work is ongoing. We have just been successful in an additional bid for ongoing delivery and expansion for 2019-21. It is our ambition to have 400 young people take up this work based learning opportunity.
- 3.7. Foundation Apprenticeships are a fundamental change to the senior phase of education and work is underway to make the full programme available to South Lanarkshire pupils. The progression from a Foundation Apprenticeship can lead straight into employment, further study at college or university, or a fast-track Modern Apprenticeship.
- 3.8. GRADU8 is a South Lanarkshire based programme developed to offer work based learning and a college based learning opportunity to pupils in the senior phase of education programme. All the learning opportunities on offer are areas of economic growth in the region and will assist pupils into employment or help them shape a pathway towards a career of their choice. Qualifications are at National 4/5 level and the GRADU8 programme can also be a stage before an FA. We want to further develop these learning opportunities and have in place proposals to expand to other areas of employment growth across South Lanarkshire, e.g. Mechanical Engineering, Barbering, Child Care, Hospitality, Beauty, Construction etc.
- 3.9. In 2017, we had 246 pupils taking part in the GRADU8 programme and this has increased to 502 pupils in 2018. It our ambition to increase the GRADU8 vocational learning opportunity to 800 pupils as well as expanding the learning opportunities.
- 3.10. The grant awarded by SDS for Foundation Apprenticeships along with the core Education budget for GRADU8 facilitates the staffing costs for a dedicated team for

FA and GRADU8 in South Lanarkshire, with clear remits and reporting structures and outcome goals. The coordinated timeline for implementation will be extended including information sessions, communication materials and regular meetings. We will identify dedicated school staff to support the programme, as well as establishing a 4 locality model for our schools that will assist with improved engagement and the ability to meet local needs and local solutions. This central team and the additional funding for transport costs will make the FA and GRADU8 programme more accessible to young people across South Lanarkshire this has be a crucial development for our rural areas. This central team will further enhance the strong publicity campaign as well as an improved communications approach for schools involved, Parents and Carers and all young people interested in FA. It will also greatly assist employer engagement as there will be clear points of contact and we will develop guidance and procedures to support effective work placements.

- 3.11. In preparing the bid several discussions have taken place to coordinate what may be offered across South Lanarkshire, with the demand indicated from schools as well as streamlining the FAs offered by all providers.

4. Proposal

- 4.1. Our successful Foundation Apprenticeship bid has 2 key elements to it:

Firstly where South Lanarkshire take on the lead role as providers of the FA programmes. The frameworks included in this bid are as follows:

- | | |
|--|-----------|
| • 1 year FA in Social Services Children and YP | 40 places |
| • 2 year FA in Social Services Children and YP | 40 Places |
| • 2 year FA Engineering | 20 Places |
| • 2 year FA Business Skills | 20 Places |
| • 1 year FA Health and Social Care | 20 places |

This is an increase from last year from 80 places to 140 places directly delivered by South Lanarkshire Council.

- 4.2 The second part is the development of an FA management and delivery team who, as well as supporting the lead South Lanarkshire bid, will also support and integrate the wider FA provision on offer to South Lanarkshire pupils. This is likely to include the provision from South Lanarkshire College, New College Lanarkshire, the Glasgow FA Consortium, West Lothian College and local training providers.
- 4.3 We now have the experience that demonstrates this model to be effective and that it creates the opportunity for all pupils in the senior phase from the 17 high schools across South Lanarkshire to access the 12 Frameworks within the Foundation Apprenticeship. (This is reflected in a 300% increase this year in the number of pupils engaged in FA)
- 4.4 Expanding the work based learning opportunities and in particular those available during the senior phase of school is a crucial objective of the Government's vision for the Development the Young Workforce. With over 500 pupils involved this year and an ambition to increase this to 800 pupils this will require an increased staffing structure to manage the applications, have the learning opportunities in place, visit all schools to support referrals to FA and GRADU8 and track the progress of all the young people from all the high schools in South Lanarkshire as well as make all the travel arrangements etc.

- 4.5 The additional post of a Youth Employability Coordinator will provide additional management and organisational capacity to the newly developed Youth Employability team. The additional Team Leader dedicated to GRADU8 will facilitate the growth and enable us to carry out improved service planning and development.

5. Funding

- 5.1. The grant awarded by SDS to run Foundation Apprenticeship programme is £890,000 for the period 2018-20 and a further £1,068,907 for 2019-21; total programme of £1,958,907 over three years. In addition to this there is £1,164,000 core Education budget allocated to GRADU8 for the 3 years covering 2018-2021.
- 5.2 A total programme allocation of £3,123,000; these funds will support the programme provision for 3 years and allows for contingency funds should there be a scaling down of grant if we don't achieve full numbers of capacity. The table below represents the approximate cost allocations for the three years.

Allocation	One year	Until 31 st Dec 2021
Staffing	£433,225	£1,299,676
Procurement	£214,000	£642,000
Travel (Young People)	£270,000	£1,020,000
Publicity and Support Materials	£25,000	£75,000
Total	£942,225	£3,036,676

Note there is an opportunity to bid for additional FA funding in 2019 to support the programmes till 31st March 2023.

6. Employee Implications

- 6.1. To successfully run this programme and achieve the required outcomes we require to expand the current staff group. The additional staff will be for a period of 36 months from January 2019 till December 2021.

6.2. Staffing establishment

Post	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	New	Grade/ SCP	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Youth Employability Coordinator	1	2	1	Grade 3 level 8 SCP 77-80	£20.21	£36,881	£48,056
					- £21.16	- £38,614	- £50,314
Vocational Development Team Leader	1	3	2	Grade 3, Level 2 SCP 61-65	£15.98	£29,161	£37,997
					- £16.94	- £30,193	- £39,341
Vocational Development Worker	3	6	3	Grade 2 level 4 SCP 52-57	£13.98	£25,512	£33,242
					- £15.04	- £27,446	- £35,762

- 6.3 These posts have been graded using the Council's job evaluation scheme.

7. Financial Implications

- 7.1. The costs associated with the new posts and continuation of current posts, (already approved) for 3 years is £1,299,676. The staffing costs together with other programme costs as outlined in section 5.2 above will be funded from SDS funding for Foundation Apprenticeships and core Education budget for GRADU8 till March 2022.

8. Other Implications

- 8.1. This project is part funded by a grant from Skills Development Scotland and whilst it will fund the programme for the next 3 years we are in a position to bid each year to continue running the programme until 2023, when the allocation of grant ends. We will plan each year for the staffing requirements and look at long term sustainable options if this programme is successful.

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. There is no requirement for consultation.

Tony McDaid

Executive Director (Education Resources)

Paul Manning

Executive Director (Finance and Corporate Resources)

22 November 2018

Link(s) to Council Values/Objectives

- Ensure schools and other of places of learning are inspirational
- Raise educational attainment for all
- Work with communities and partners to promote high quality, thriving and sustainable communities.
- Support our communities by tackling disadvantage and deprivation, and supporting aspirations

Previous References

None

List of Background Papers

SLDR Report to Executive Committee (March 2017)

ASPIRE report to Executive Committee (6th July 2017)

Foundation Apprenticeships report to Executive Committee (31st January 2018)

Contact for Further Information

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

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Report

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Lanark Business Improvement District (BID)
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1. Purpose of Report

1.1 The purpose of the report is to:-

- ◆ set out the background to the Business Improvement District (BID) for Lanark and
- ◆ seek approval to support the implementation of a BID arrangement based on the business proposal prepared by the Discover Lanark BID for the period 1 May 2019 to 30 April 2024.

2. Recommendation(s)

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

- (1) that the Council agree to work with the BID to deliver the objectives of the business proposal prepared by the Discover Lanark BID for Lanark Town Centre and its surrounds, as set out in Appendix 1 to the report.
- (2) that the Council actively supports the BID through the measures set out in section 4 of this report.

3. Background

- 3.1. The nature of town centres across the UK is in a transitional stage. The range of issues involved in the challenges town centres are facing are broad and complex. Factors such as the economic downturn, internet shopping, the growth of out of town shopping malls, changes in retailer's business models and consumer expectations have resulted in a decline in town centre footfall.
- 3.2. Some of the issues are local and specific to individual towns, however, many are issues seen across the country influenced by wider economic patterns, consumer behaviour and corporate decisions.

- 3.3. Supporting our town centres remains a Council priority within the Council's economic strategy, Promote. In this respect officers continue to work closely with groups and organisations in each town through a partnership approach to ensure our town centres support the economic and social aspirations of their communities and can continue to play their part in providing communities with sustainable access to the goods and services.
- 3.4. A Business Improvement District (BID) is a business led partnership that brings businesses together to work and invest collectively in local improvements that will be of benefit to businesses whilst contributing to the wider aspirations of the local community and growing the local economy. By working together businesses can reduce costs, share risks by agreeing to invest collectively in projects, initiatives and services that the businesses consider will improve their trading environment. It is highlighted that BID initiatives deliver new and additional projects and services, they do not replace services that are already provided by South Lanarkshire Council and other statutory bodies.
- 3.5. The ballot process to establish the BID, collection of levy and management of a BID are governed by statutory instruments. BID's are developed, managed and paid for by the non-domestic sector by means of a compulsory levy, which the majority of eligible persons in the proposed BID area must vote in favour of before the BID can be established. The BID is funded by this levy from the businesses they represent which is collected on their behalf by the Council. Each eligible person/business liable to pay the BID levy will be able to vote on whether or not the BID goes ahead. In the event the ballot returns a majority in favour of the proposal, the terms of the BID and the obligation to pay the levy falls on all in the defined area whether they were in favour of a BID or not.
- 3.6. Lanark BID proposes to represent the businesses in a defined area of the town as shown in the plan at appendix 2 and to deliver a series of initiatives set out in their business plan attached in appendix 1. It is noted that appendix 1 does not include the BID's supporting documents (i.e. appendices 1 -10) and this is due to their volume, however these can be made available to members on request. The BID is established through the ballot process described above and, if successful remains in place for a period of 5 years. The proposal for the Lanark BID covers an area considerably beyond the town centre and is based on a revised BID model being promoted by Scotland's Towns Partnership as a way to broaden the influence of and participation in BIDs. Lanark is progressing as one of 2 pilot projects, along with Largs.
- 3.7. The BID objectives can be summarised as follows:-
- ◆ to establish Lanark as a thriving, vibrant and attractive town centre where customers will want to visit and where businesses will want to invest.
 - ◆ to deliver projects and services that will improve the trading environment of the BID area to benefit businesses, their customers and visitors.

- ◆ promote Lanark as a place to visit and do business
 - ◆ attract more customers and drive footfall
 - ◆ help businesses make cost savings
 - ◆ provide access to external funding streams from the public and private sectors
 - ◆ help deliver a cleaner and more attractive town
 - ◆ improve and increase events in the town centre
 - ◆ represent the businesses at South Lanarkshire Council and Scottish Government level.
 - ◆ provide a safer, more comfortable place to visit, day and night.
 - ◆ provide support and advice to help all businesses improve their digital marketing strategy
- 3.8. The aims and objectives of the BID are complementary to the Council's commitment to support our town centres through working with local communities to tailor solutions to each town as set out in the Council Plan Connect, Community and Enterprise Resource Plan, Promote the Economic Strategy, and the Local Development Plan.
- 3.9. The BID steering group, made up of local business people and community representatives, have served notice on the Council under the relevant legislation intimating their intention to hold a ballot. The legislation obliges the Council to arrange to hold the ballot. Following a similar successful model from previous BID ballots in Hamilton and Carlisle, it is intended the ballot is delivered by the Council's election team. The ballot date is provisionally agreed for 28 February 2019 with ballot papers due to be issued in mid January. The Count will take place on the morning of 1 March, in Lanark, with the result announced at the completion of the count.
- 3.10. In the event the ballot is in favour of the BID being established the BID steering group will establish the BID Company which will be responsible for delivering the business plan. This process can often take a few months during which time the governance is being put in place along with the planning and implementation of the first projects and initiatives.
- 3.11. The Council has a statutory obligation to collect the BID Levy from eligible businesses on behalf of the BID Company. The transfer of monies raised through the levy to the BID Company is also regulated by the statutory instruments regulating BIDs in Scotland. Alongside the statutory legal guidance, an Operating Agreement will be put in place which deals with the practicalities of the process of paying the Levy to the BID for the delivery of the business plan. This agreement satisfies the requirements of the Council and its statutory obligations whilst providing a suitable mechanism for the BID to manage their financial obligations. The terms of the operating agreement will closely mirror the agreements in place for the Hamilton and Carlisle BIDs and can only be finalised once the BID Company and its board are in place

4. Council's Position

4.1. Following on from the above and whilst recognising the issues affecting town centres generally, and Lanark specifically, it is considered that the establishment of a BID, and its related activities, should provide considerable benefits to the town centre and towards addressing these challenges. On this basis, it is considered that the Council should support the BID and in turn it is proposed that the Council provides the following assistance to the BID by:-

- ◆ voting in favour of the BID in the ballot for each of the Council properties in the area
- ◆ seeking to facilitate space in suitable premises over the period of the BID at no cost to the BID company, should the BID require office accommodation for the BID management team. This arrangement has been implemented in the other BIDS. As such approval is sought for The Head of Property Services, in consultation with the Head of Administration and Legal Services, to be authorised to conclude such legal agreements if required and as necessary to continue and formalise this arrangement
- ◆ continuing to provide officer support in terms of a named liaison officer within the Planning and Economic Development Service to coordinate all Council activity with the BID along with specific input to marketing and event strategies
- ◆ managing the ballot process in line with the appropriate statutory instruments
- ◆ collecting BID Levy on behalf of the BID in line with the appropriate statutory instruments. The Council will not seek to recover the cost of collecting the BID Levy or recovering arrears from the BID Company
- ◆ providing representation on the BID Board through, up to, two Elected Members. The appointment of members will be subject to a future report depending on the outcome of the ballot

4.2. By providing the above assistance to the BID the Council will provide financial and organisational support to the BID giving it the greatest prospect of successfully delivering its objectives to the benefit of Lanark's businesses and the wider community.

5. Employee Implications

5.1. Planning and Economic Development Services will continue to be the principle point of contact with the BID and liaise on the day to day business using existing staff and resources.

5.2. Finance and Corporate resources will manage the collection and onward payment of the Levy through the non domestic rates system from within existing staff resources, in line with the current arrangements for the BIDs in Carlisle and Hamilton.

- 5.3. Finance and Corporate Resources will manage and carry out the ballot process from within existing staff resources.

6. Financial Implications

- 6.1 As a property owner and occupier in the proposed area the Council will be liable to pay the appropriate levy on these premises. In common with other BID arrangements each holding Resource will be responsible for the costs associated with the premises they operate from. The total estimated cost for all Council premises is in the order of £25,000 p.a.
- 6.2 Any non-payment of the statutory levy will be dealt with under the existing procedures for managing debt within the Council. The level of bad debt provision will be kept under review with the BID Company advised periodically on collection levels. The BID Company has a provision for a non-payment in its business plan.
- 6.3. The IT collection system has a maintenance cost of £2,000 per annum. Funding for this has been identified from existing Community and Enterprise Resources' budgets.

7. Other Implications

- 7.1 The risks associated with not supporting the proposal is that the BID company will not be in as strong a position to deliver the Business Plan and there will be a greater risk of failing to deliver the BID objectives. The partnership approach to supporting to Lanark Town Centre would not be delivered, leading to a loss of activity in the town centre and with potential increased calls for the Council's intervention and investment. The potential for the BID to succeed will be considerably less without the involvement of the Council. The Council's reputation could also be affected if it is not seen to actively support and encourage business initiatives and investments in Lanark Town Centre.
- 7.2. There are no issues in terms of sustainability arising from the recommendations made in this report.

8. Quality Impact Assessment and Consultation Arrangements

- 8.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore, no Impact Assessment is required.
- 8.2 Consultations have been co-ordinated by Economic Development Services with a range of other Council Services who have an ongoing role in delivering services and initiatives in our Town Centres. This consultation and co-operation will continue throughout the duration of the BID.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

29 November 2018

Links to Council Values/Ambitions/Objectives

- ◆ Improve the quality of the physical environment.
- ◆ Support the local economy by promoting the right conditions for growth, improving skills and employability.
- ◆ Partnership working, community leadership and engagement.

Previous References

- ◆ None

List of background papers –

- ◆ Business Improvement District proposal

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:- Iain Ross, Project Manager, Planning and Economic Development

Ext: 4227 (Tel: 01698 454227)

E-mail: iain.ross@southlanarkshire.gov.uk



Appendix 1

Lanark

BUSINESS IMPROVEMENT DISTRICT

Business Proposal

Term 01/05/2019 – 30/04/2024

Contents

Section	Content	Page(s)
	BID Proposal - Compliance with Legislation	1 - 7
1.0	Forward by BID Steering Group Chair	8
2.0	Executive Summary	9
2.1	Mission Statement of the Discover Lanark BID	9
2.2	Aims and objectives of the Discover Lanark BID	9
2.3	Key Findings	9
3.0	Introduction	10
3.1	What is a Business Improvement District (BID)?	10
3.2	Background to BIDs	10
4.0	Lanark's Position	11
4.1	Why does Lanark need a BID?	11
4.2	The History of BIDs in Lanark	12
4.3	How will Lanark benefit from a BID	12
4.4	Local Authority Support	13
5.0	The BID Area	13
5.1	The BID Map and Streets	14
6.0	BID Management	15
6.1	BID Development Staff	15
6.2	BID Development Steering Group	15
6.3	Management of the BID	16
7.0	The Consultation Process	17
7.1	Introduction	17-19
7.2	Business Survey	19
7.3	The Key Findings	19
8.0	Proposed Improvements	20
8.1	Proposed Improvements - Introduction	20-24
9.0	The BID Levy	24
9.1	Who will pay the levy	24-25
9.2	Exclusions	25
9.3	The Levy table	25-26
9.4	Enforcement	26
9.5	Collection of the BID levy	26
10.0	The Voting Process	26
10.1	Pre-Ballot	27
10.2	The Ballot	27-28
10.3	BID Timetable	29-31
11.0	Public Sector BID Involvement	31
11.1	Baseline Services	31
12.0	Measuring Success	32

12.1	Measuring the Success of the BID	32
12.2	Marketing Communications and Social Media	33
13.0	Finances	33
13.1	Estimated Income and Expenditure	33
13.2	Financial Management Arrangements	34
13.3	Discover Lanark BID Projected Income and Expenditure	34
14.0	Contact information	34-35
Appendix 1	Support for the BID	
Appendix 2	Details of Consultation	
Appendix 3	BID Business Plan	
Appendix 4	Database	
Appendix 5	Instruction to Hold a Ballot (copy letter)	
Appendix 6	Baseline Services	
Appendix 7	Steering Group Agreement	
Appendix 8	Copy of South Lanarkshire Council Ballot Funding Letter	
Appendix 9	Steering Group Minutes, Signing Off and Agreement to the BID Area, BID Levy, Exemptions to the BID Levy, BID Business Plan and BID Proposal.	
Appendix 10	Operating Agreement	

BID Proposal Compliance with Legislation

In accordance with Business Improvement District (Scotland) legislation we acknowledge, as the BID Proposer, we must submit to South Lanarkshire Council and Scottish Ministers the following in respect of BID Proposals, Renewal Proposals and Alteration Proposals:

1.0 A document which demonstrates a cross section of at least 5% of the electorate, within the BID area supports the BID Proposals.

Please refer to Appendix 1 (Support for the BID) and Section 7.2 Page 19 details of Business Survey of this Proposal. Following the surveys of the businesses our canvassing confirmed that 36 by number were in favour of the BID. **Appendix 1** details evidence of positive commitments towards the BID objectives from 36 eligible businesses. This represents a 9.47 % support from the BID area's circa 380 businesses.

2.0 Summary of the consultation Town BID has undertaken with those eligible to vote.

The Discover Lanark BID Steering Group oversaw the process of consultation with the businesses. The consultation took the form of hard copy surveys, Digital Surveys, meetings, drop in sessions, events, letters, telephone calls, newsletters, emails, local newspaper reports, website, social media and one to one consultations. Over 300 Business Surveys were hand delivered, this backed up by a digital version available on the Discover Lanark Website, Lanark life website and various social media platforms including Discover Lanark and Lanark Development trust Facebook pages

Please refer to Appendix 2 (Details of Consultation) and Section 7.0 The Consultation Process on page 17 of this Proposal for a summary of the consultation.

3.0 The Proposed Business Plan

A copy of the BID Business Plan which will be issued to all the BID electorate is provided with this Proposal document – Please refer to Appendix 3 (BID Business Plan).

4.0 The Financial Arrangements of the BID body.

Please refer to Section 13.2 Financial Management Arrangements on page 34 of this Proposal.

5.0 The Arrangements for periodically providing the LA and billing body with information on the finances of the BID body (i.e. after a successful ballot)

The BID finances will form an integral part of a monthly report issued to the BID Board of Directors. Two representatives from South Lanarkshire Council will sit on the BID Board and will automatically be provided with the BID finance details. It is also expected that regular finance meetings with South Lanarkshire Council will be held. An independent review of the BID finances will also take place through an independent auditor.

6.0 The names and addresses of all those eligible to vote and a description (address) of each relevant property.

Please refer to Appendix 4 (Database).

7.0 A notice in writing requesting that the local authority hold the ballot.

In accordance with legislation, the attached 56-day letter, (Request to Hold a Ballot) Please refer to Appendix 5 will be issued to South Lanarkshire Council by the Chair Graeme McLeish of the steering group on or before the 56 day deadline of 4th January 2019 in order to go to ballot for 28th February 2019

8.0 Provide the LA and billing body with such information as they shall reasonably require satisfying themselves that the BID Proposer or the BID body has enough funds to meet the costs of the BID ballot.

South Lanarkshire Council has agreed in their letter to the Discover Lanark BID Steering Group to pay for the costs of the ballot. Please refer to Appendix 8.

9.0 A statement of the works or services to be provided, the name of the person responsible or body for the implementation (delivery) of these works and services and the status of such person/s; both on and after the date the BID Proposals come into effect.

Please refer to Appendix 3 (BID Business Plan) for the proposed works and services.

On a successful ballot outcome, a BID Company (not for profit company limited by guarantee with no share capital) will be formed with directors elected from the eligible persons (the levy payers), limited to one eligible person from each eligible property. They will oversee and direct the delivery of all the projects and services, see full details in section 6.3 Management of the BID on page 16 of this Proposal. They will recruit staff to deliver the day-to-day BID projects and services.

10.0 A statement of existing baseline services provided by the local authority, police and other agencies.

Please refer to Appendix 6 (Baseline Services). Details can also be seen in section 11.1 on page 16 of this document.

11.0 A precise description of the geographical area of the BID, including a map which defines exactly the boundaries of the BID area.

Please refer to Section 5.1 The BID Map and Streets on page 15 of this Proposal for a map and list of streets in the BID area.

12.0 A statement providing details of any additional financial contributions, or additional actions for the purpose of enabling the projects specified in the BID Proposals, i.e. where a BID project is expected to cost £X and the proposed levy raises a smaller amount £Y then the BID Proposals must state how that funding gap £X - £Y s to be met and by whom.

The projects specified in the BID Proposal (Please refer to Section 13.3 Discover Lanark BID Projected Income and Expenditure on page 34) have been identified and the levy calculated and apportioned to deliver the projects as defined in the Proposed Projects section of this Proposal, without the requirement for additional contributions in years two to five. South Lanarkshire Council have agreed to additional financial contributions to the BID for year 1. They are currently considering additional financial contributions for years 2 -5. It is hoped that the additional financial contributions of year 1 will be continued across years 2 -5. It is expected that the BID will attract additional funding from other sources including the local authority however this has not been allowed for at this stage.

13.0 A statement of which aspects of the BID Proposals and or Business Plan may be altered without the need for an alteration ballot to be undertaken.

The BID Board of Directors will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

Please refer to section 6.3 Management of the BID on page 16 of this Proposal for the statement.

14.0 A statement of the proposed start and end dates of the BID Arrangements and the term of the BID. The BID arrangements must commence no later than a year after the date of the statement.

Following a successful ballot on 28/02/2019 the Discover Lanark BID will commence its activities on 01/05/2019. As the Discover Lanark BID will be for a term of five years, it will cease its activities on 29/04/24.

15.0 BID Proposals shall specify the apportionment of BID levy in respect of relevant properties and who will be liable to pay the levy: - proprietors, tenants, occupiers or if appropriate a specific business sector or sectors or businesses who will participate. It is advisable to include caps, thresholds, or other arrangements reflecting local circumstances or ability to pay.

The BID improvement levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate), however, the property owner will be liable to pay the levy where a property is vacant or empty on the day the levy invoice is issued and for all the period thereafter when the property is vacant.

Please refer to Section 9 The BID Levy on page 24 of this Proposal for full details of the BID Levy.

16.0 Confirmation that the levy is to be calculated as a % of the RV or how the charge was arrived at.

It has been agreed by the BID Steering Group (please refer to the meeting minute – (Appendix 9) that the levy rate will be a fee structure based on the rateable value of the property on the day of the ballot 28/02/19 and throughout the 5-year term of the BID. Please refer to Appendix 10 (Operating Agreement) and Section 9 The BID Levy on page 18 of this Proposal for full details of how the charge was arrived at and details of the BID Levy.

The BID Board of Directors agreed that the levy would be applied to properties with a Rateable value of £2500 and above. Various band levels have been applied with a maximum banding at £100,000 plus. For Properties with a rateable Value over £100,000 the Levy will be capped at £3500 per annum.

17.0 Confirmation that the % levy or fee is to be calculated on the RV of the property on the date of the ballot or, if not, another date that is the date, which will be used to calculate the levy or fee over the term of the BID.

The fee structure is based on the rateable value of the property on the day of the ballot 28/02/19

Please Refer to Section 9 The BID Levy on pages 24 of this Proposal for full details of the BID Levy.

18.0 The apportionment of the levy between proprietors, tenants and occupiers – providing the BID is including tenants and proprietors in its proposals.

The BID Proposal does not include proprietors (property owners) except where the eligible property is vacant or empty when the property owner will be liable for the payment of the levy.

The occupier (the eligible person liable to pay the non-domestic rate) will be liable for the payment of the levy.

Please Refer to Section 9 The BID Levy on page 24 of this Proposal for full details of the BID Levy.

19.0 A statement as to how the steering group arrived at who will pay the levy, the percentage levy and how the levy will be split between proprietors, tenants and occupiers.

The BID Steering Group set the levy fee; the streets included in the BID and voted on who will pay the levy. A copy of the minutes of the meeting at which this was decided is attached as Appendix 9. The geographic boundary is based on the Lanark area. The levy amount is based on the estimated budget required to carry out the projects in the business plan and discussions with businesses on what they believe is reasonable. The levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate).

The decision to adopt the levy table and BID area was taken with the agreement of all the members of the Steering Group. Please refer to Appendix 9 (Steering Group Minutes) and Appendix 7 (Steering Group Agreement.)

Please also refer to Section 9 The BID levy on page 24 of this Proposal for full details of the BID Levy.

20.0 Whether any future re-assessment of RV of the property by the Rates Assessor will or will not be considered in the calculation of the levy

It has been agreed by the BID Steering Group that the levy fee, calculated on the Rateable Value of the properties in the BID area on the day of the ballot 28/02/2018 will not change during the 5-year term of the BID or change should there be a revaluation of the properties (2022) or during the term of the BID.

21.0 A statement on why groups or individual businesses are exempt or receive a levy discount

Please refer to Section 9.2 Exclusions on page 25 of this Proposal for full details of all exemptions to the levy. The steering group agreed (please refer to Appendix 7 Steering Group Agreement and Steering Group Minutes Appendix 9) that the properties exempted would receive no benefit from the BID projects and services.

The Steering Group discussed the benefits the BID would provide to all businesses within the BID boundary. It was decided that the following would gain no benefit and will be removed from the ballot and paying of any subsequent levies. All places of worship and associated halls, sport and community clubs, non-retail charities and food banks. (A place where stocks of food, typically basic provisions and non-perishable items, are supplied free of charge to people in need.) For clarity, the Board of directors agreed to give an exemption to foodbanks within the levy area.

22.0 A statement on whether the levy will be index linked.

The Board of Directors decided that the levy would not be indexed linked during the period of the BID. The levy applied to each property would remain the same for the duration of the five-year period.

23.0 A statement on whether any of the costs incurred in developing the BID Proposals, holding of the ballot or implementing the BID arrangements are to be recovered through the BID levy.

All costs incurred in the development of the BID proposals and implementation of the BID arrangement will be covered by Discover Lanark BID Ltd. The costs of holding the ballot will be covered by South Lanarkshire Council.

24.0 The constitution of the BID Company to be formed and its legal status. A statement on who will administer the BID, details regarding the BID board and the BID body and those who drew up BID Proposals and Business Plan.

Please refer to section 6.3 Management of the BID on page 16 of this proposal for details on how the future BID Company will be formed and administered.

The BID Company Discover Lanark BID will be a not for profit limited liability company and will be administered by the Board of Directors who will be drawn from the eligible persons (liable to pay the levy) but restricted to one eligible person per eligible property. Nominations of directors from outside of the BID, who do not pay the levy and who may or may not represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors. The projects will be delivered by the BID team recruited by the Board of Directors. For full details please refer to Section 6.3 Management of the BID on page 16 of this

Proposal document. Gary Winning of Discover Lanark prepared the Discover Lanark BID Proposals and Business Plan in full consultation and support from the Discover Lanark BID Steering Group.

25.0 The methodology for BID levy payers to nominate themselves or others to the BID Board of Directors and the proposed make-up of the BID Board.

Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected onto the new Company Board. Directors will be limited to one eligible person per eligible property. Nominations of directors from outside of the BID, who do not pay the levy and who may or may not represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors

Please refer to section 6.3 Management of the BID on page 16 of this Proposal for full details on how levy payers can participate on the future Town Company Board of Directors.

26.0 A statement on how the BID Proposals will be publicised prior to the ballot.

The BID Proposer will send a copy of the BID Business Plan to all persons eligible to vote on the Proposals. Should any eligible person require a copy of the BID Proposal, a copy will be provided on request. The Proposal and Business Plan will also feature prominently on the Discover Lanark BID website at www.discoverlanark.co.uk

1.0 Foreword by BID Steering Group Chair Graeme McLeish

In recent years business owners in small towns across the UK have faced an ever-increasing range of challenges, Lanark with its wonderful scenery, historic past and links to New Lanark has fared better than many others. However, in coming years I fear this pressure may intensify and believe now is the time to put in place plans to secure Lanark's future.

Supporting Discover Lanark BID is a great opportunity for the town to work together and make the changes we all want. As a collective we will have the opportunity to access external assistance and funding not available to individual businesses, size also gives us a much stronger voice to make our wishes known and take back some control of our town.

Discover Lanark is about more than retail, it's about embracing all parts of the town's economy. It's about delivering benefits to all the towns businesses and crucially, it's about giving businesses of all sizes a unified voice.

The Steering Group has carried out a wide range of consultations with local businesses and their customers – the results confirm, a real desire for Lanark to succeed and a realisation that for this to be achieved, real change is required.

Your opinions and suggestions are reflected in this business plan, and once the BID is established we will continue to take our lead for new projects from the towns business owners. I have no doubt that through working and investing together, our aspirations to improve our working and living environment will become a reality.

You can find more information on our website www.discoverlanark.co.uk, or for more general or national information refer to www.bids-scotland.com.

The ballot closes at **5pm on 28/02/19** Ballot papers received after this date and time will be null and void.

I have been involved in business in Lanark for many years and know a lot of the business people in the town. I would ask you all to vote YES so that we can work together to make Lanark a better place to Work, Play and spend Time. Lanark's Town Centre is the Heart Beat to our Town and can influence many aspects of our Lives, from securing employment to our individual House Prices.

Business' or variations of the word 'business' are used throughout this document. The word 'business' in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR), whether they pay business rates or not. This includes all properties itemised on the Scottish Assessors Association Portal (website) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organization, social enterprise or community group who may not consider themselves a 'business.'

Graeme McLeish, Chair – Steering Group

2.0 Executive Summary

2.1 Mission Statement of the Discover Lanark for Business BID

To establish Lanark as a thriving, vibrant and attractive town Centre where customers will want to visit and where businesses will want to invest.

2.2 Aims and Objectives of the Discover Lanark for Business BID

The principle aim of the BID is to deliver projects and services that will improve the trading environment of the BID area to benefit businesses, their customers and visitors.

The objectives of the BID are:

- Promote Lanark as a place to visit and do business
- Attract more customers and drive footfall
- Help businesses make cost savings
- Provide access to external funding streams from the public and private sectors
- Help deliver a cleaner and more attractive town
- Improve and increase events in the town centre
- Represent the businesses at South Lanarkshire Council and Scottish Government level.
- Provide a safer, more comfortable place to visit, day and night!
- Provide support and advice to help all businesses improve their digital marketing strategy

Without the BID, the best-case scenario could be the empty shops, unkempt closes, reduced footfall and dilapidated buildings remaining as they are, however in reality the situation is more likely to deteriorate further.

2.3 Key Findings

The BID Steering Group has overseen considerable research to discover what the businesses of Lanark would like a BID to deliver. The research established the need for a BID and confirms that the following key aspects have been completed to deliver a successful ballot and a successful BID.

- Local need for a BID is strongly identified.
- The BID area is logical and clearly defined.
- Support of the Local Authority at both officer and political level.
- Support of Police Scotland.
- Support of Historic Scotland.
- The BID levy with local authority support in year one is sufficient to deliver the projects in the business plan.

3.0 Introduction

3.1 What is a Business Improvement District (BID)?

A Business Improvement District (BID) is a geographically defined area, where businesses come together and agree to invest collectively in projects and services that the businesses believe will improve their trading environment. BID projects are new and additional projects and services; they do not replace services that are already provided by South Lanarkshire Council and other statutory bodies.

BIDs are developed, managed and paid for by the non-domestic sector by means of a compulsory levy, which the eligible persons in the proposed BID area must vote in favour of before the BID can

be established. Each eligible person liable to pay the BID levy will be able to vote on whether the BID goes ahead.

Any mention of Business or Businesses within this document refers to any properties liable to pay the non-domestic rate, whether they pay the Rates or not.

3.2 Background to BIDs

BIDs first started in Bloor West Village, Toronto, Canada nearly 40 years ago, by the Town's business community. The Town's businesses were increasingly under pressure from the new shopping centres that were being developed on the outskirts of the Town, diverting shoppers away from the traditional Town centre out to the new shopping malls. As a result, some businesses were forced to cease trading and the Town started to look tired and neglected.

To stop the haemorrhage of deserting shoppers, local businesses fought back to revitalise the Town. They successfully lobbied for legislation for all the businesses in the proposed BID area to pay a levy. The levy money was used to improve the physical appearance of the Town, and then promote the Town centre as a vibrant, attractive and safe place to work shop and live. The strategy paid off, as shoppers started to return to the Town centre in large numbers.

The success of the Bloor West Village BID paved the way for future BIDs, not only in Toronto; but spreading throughout Canada, and the USA in the late 1960's and 1970's. Today there are over 1700 successful BIDs worldwide.

An additional measure of BIDs success is in the renewal process. Most BIDs run for a period of five years and approximately 99% of businesses vote in favour of continuing the BID when they come up for renewal. In Scotland, to date, sixteen operational BIDS have successfully renewed their mandate for second or third BID terms demonstrating that the businesses value the projects and services delivered by the BIDs. BIDs can support regeneration, grow local economies, create local employment and create a cleaner, safer trading environment. A key element to their success is that the local businesses take ownership and responsibility for their trading environment, identifying the projects necessary to resolve common problems and issues, and overseeing their implementation, whilst also contributing to the future direction of the town and its future development.

BID legislation was passed in Scotland in 2006 with the Scottish Government funding 6 pilot projects in March 2006. The Scottish Government fully supports the development of BIDs in Scotland.

As of summer, 2018 there are 38 fully operational BIDs in Scotland with a further 22 in development including our BID.

4.0 Lanark 's Position

4.1 Why does Lanark need a BID?

If we do nothing, then nothing will be done.

Lanark has experienced significant changes over recent years. From being the administrative centre for Clydesdale, the town, as with many towns throughout Scotland now has significant issues. The relocation of public services from Lanark has affected the town. Increased competition from out of town developments both office and retail, the internet and from surrounding towns, including those with operational BID companies, has led to new businesses locating elsewhere and a reduction in footfall.

It is projected that by the end of the financial year 2019 there will be 50 operational and developing BIDs in Scotland and 150 by the end of 2025. Should Lanark not take advantage of this opportunity now?

Traffic management and access issues are a problem for a lot of businesses. The continuing rise of energy costs are putting more pressure on businesses. Lanark requires a coordinated response from all businesses to address these problems.

The retail sector has suffered from increased competition from retail parks and the growth of online shopping.

After consultations with businesses from a range of sectors and geographic locations, it became clear there was commonality in the problems that they had. There was a desire to see Lanark prosper and a real appetite to embrace a new way forward and to change and make improvements.

There are lots of voluntary groups in the town, there is no shortage of community spirit and can-do attitude! However, these groups can suffer from a lack of funds and dedicated staff time. The BID is the opposite of this. It can help local groups to achieve more with staff resources and access to funding.

There is a desire from a range of sectors to see the town improve its marketing activity. The BID would work alongside Visit Scotland and the local environmental groups to deliver an increase in visitor numbers.

The BID provides a unique opportunity for local businesses across all sectors to work together, invest collectively and undertake projects which can contribute positively to improving the economic viability of businesses in the town and securing investment in the town.

4.2 The History of BIDs in Lanark

Lanark Community Development Trust Executive were introduced to the BID concept in January 2016. A decision was taken by the Executive that dedicated staff time and increased investment were required for the town Centre to maintain its competitiveness and build on the historic value of the area. The initial development of the BID is being undertaken by the Discover Lanark Steering Group which reports directly to the LCDT Executive, if successful Discover Lanark BID and its steering group will operate as a separate entity. The support of the Scottish Government and South Lanarkshire Council has been integral to this development.

The BID was initially developed to include all the businesses in the town. Through consultations with businesses, the local authority and BIDs Scotland, the steering group decided to pursue a BID and that the levy monies raised in the town Centre are spent in the town Centre and ensuring there is a clear focus on the issues affecting businesses within the town. There will be projects and services that all Lanark's Businesses can benefit from, and a close working relationship will be established.

4.3 How will Lanark benefit from a BID?

All businesses in the town will benefit from the projects and services that the BID will deliver. With a BID, there will be:

- Support for existing groups and organisations
- The first time Lanark's business community will have a unified and collective voice.
- A clear vision and brand for Lanark.
- An improved customer perception of accessibility and parking availability
- Improved customer knowledge of goods and services in town
- Increased marketing to local, regional, national and global customers
- Access to funding to reduce property improvement costs
- Cost reduction through professional negotiation on utility bills
- Cost reduction through collective investment and joint promotion
- An increased number of visitors
- Access to funding and support not available to individuals or businesses
- A local voice for businesses - business opinions included in local policy and local developments.
- Better trained staff to improve customer service
- Increased B2B sales opportunities
- Increased networking opportunities
- Improved signage
- Increased use of technology to solve local problems
- Projects to increase shop diversity and lower vacant unit rates
- A continued safe trading environment with increased sense of security and less stock loss
- An improvement in Closes and Vennels to improve access to High Street from Car Parks
- A Free Electric Bus Scheme to transport Visitors between New Lanark and Lanark
- A vehicle to attract external investment from Council, Government and other key agencies.

4.4 Local Authority Support

A BID is a business led regeneration strategy but contributes to the wider regeneration aspirations of the public sector and the local community. It is essential to have the support of the local authority and access to its expertise throughout the development of the BID.

South Lanarkshire Council have been supportive of the development of the BID with representation from two South Lanarkshire officers.

A crucial element of the BID is to establish a Baseline Service Agreement (an agreement on which services are already provided to the area by South Lanarkshire Council, to ensure that any project or service provided by the BID is additional to the statutory services that the local authority already provides.

The BID Steering Group has agreed that South Lanarkshire Council as a public body subject to external scrutiny should manage the formal ballot on behalf of the BID Proposer.

5.0 The BID Area

The BID area is generally focused on the historical town centre. Through one-to-one consultations, it became clear that there were common issues crossing different sectors.

The BID team have calculated that this equates to circa 380 properties, the eligible person of which will be entitled to vote on 28/02/2019. Following a successful ballot all eligible persons within the BID area will be required to pay the BID levy.

5.1 The BID Map and Streets

Why was this area chosen?

The following streets were chosen to be included in the BID area as consultations with businesses in this area highlighted several common issues of concern that could be addressed by a BID.

PRIMARY ZONE

The following streets are included within the Discover Lanark BID Boundary-

ALDER LANE	ABBOTSFORD TERRACE	ARMADALE ROAD
ALBANY DRIVE	AUCTIONEERS WAY	BANKHEAD TERRACE
BANNATYNE STREET	BATTISMAINS	BAXTER LANE
BEECHWOOD COURT	BEECHWOOD GATE	BELLEFIELD CRESCENT
BELLEFIELD LANE	BELLEFIELD ROAD	BELLEFIELD WAY
BELLS WYND	BERNARD'S WYND	BIDDERS GAIT
BIRKS PLACE	BLOOMGATE	BONNET ROAD
BONNINGTON AVENUE	BRAEDALE ROAD	BRAIDFUTE
BRAXFIELD ROAD	BRAXFIELD TERRACE	BRIERYBANK AVENUE
BROOMGATE	CAMERONIAN COURT	CARMICHAEL COURT
CLEGHORN ROAD	CARTLAND VIEW	CASTLEGATE
CHAPLAND ROAD	CLEGHORN AVENUE	CLEGHORN DRIVE
CLYDE CRESCENT	COUNTY DRIVE	CROSSLAW AVENUE
CROSSLAW GARDENS	DELVES ROAD	DOVECOT LANE
EAST FAULDS ROAD	FORREST ROAD	FORSYTH COURT
FRIAR'S LANE	FRIAR'S WYND	FRIARS PARK
FRIARSDENE	FRIARSFIELD DRIVE	FRIARSFIELD ROAD
GALLOWHILL ROAD	GAVEL GROVE	GAVEL LANE
GILROY CLOSE	GLASGOW ROAD	GLEBE DRIVE
GRANGE COURT	GREENLADY WALK	GREENSIDE LANE
GREYFRIARS COURT	GUSCHET PLACE	HALL PLACE
HARDACRES	HAZEL GARDENS	HIGH STREET
HIGHBURGH AVENUE	HIGHBURGH COURT	HILLHOUSE FARM GATE
HILLHOUSE FARM ROAD	HYNDFORD ROAD	JERVISWOOD ROAD
KAIRNHILL COURT	KENILWORTH ROAD	KILDARE DRIVE
KILDARE PLACE	KILDARE ROAD	KINGS MYRE
KIRKLANDS ROAD	LADYACRE ROAD	LAKE AVENUE
LAVEROCKHALL	LEECHFORD	LIMPETLAW

<u>LINTHILL</u>	<u>LOCKHART DRIVE</u>	<u>LYTHGOW WAY</u>
<u>MAINS COURT</u>	<u>MANSE ROAD</u>	<u>MAPLE GATE</u>
<u>MARKET END</u>	<u>MARRS WYND</u>	<u>MELVINHALL ROAD</u>
<u>MOUSEBANK ROAD</u>	<u>MUIR GLEN</u>	<u>NEMPHLAT HILL</u>
<u>NEW LANARK ROAD</u>	<u>NEWLANDS STREET</u>	<u>NORTH FAULDS ROAD</u>
<u>NORTH VENNEL</u>	<u>OLD MARKET ROAD</u>	<u>PARK DRIVE</u>
<u>PARK PLACE</u>	<u>PORTLAND PLACE</u>	<u>POTTERS WYND</u>
<u>QUARRYKNOWE</u>	<u>RHYBER AVENUE</u>	<u>RIDGEPARK DRIVE</u>
<u>ROSEDALE STREET</u>	<u>ROWAN VIEW</u>	<u>RUSSELL ROAD</u>
<u>SCARLETMUIR</u>	<u>SHIELDS LOAN</u>	<u>SILVERDALE COURT</u>
<u>SILVERDALE CRESCENT</u>	<u>SKYE WALK</u>	<u>SMIDDY COURT</u>
<u>SMYLLUM PARK</u>	<u>SMYLLUM ROAD</u>	<u>SOUTH VENNEL</u>
<u>SPRINGFIELD GARDENS</u>	<u>ST KENTIGERNS ROAD</u>	<u>ST LEONARD STREET</u>
<u>ST LEONARD'S ROAD</u>	<u>ST MARYS COURT</u>	<u>ST MUNGO'S</u>
<u>ST NICHOLAS ROAD</u>	<u>ST NINIAN'S</u>	<u>ST PATRICK'S COURT</u>
<u>ST PATRICK'S ROAD</u>	<u>ST TEILING</u>	<u>ST VINCENT PLACE</u>
<u>STAIKHILL</u>	<u>STANMORE AVENUE</u>	<u>STANMORE CRESCENT</u>
<u>STUART DRIVE</u>	<u>THE GLEBE</u>	<u>THE MARCHES</u>
<u>THE RODDING</u>	<u>THOMAS TAYLOR AVENUE</u>	<u>THOMSON'S CLOSE</u>
<u>WALLACE COURT</u>	<u>WALLACE WAY</u>	<u>WATERLOO DRIVE</u>
<u>WATERLOO ROAD</u>	<u>WAVERLEY CRESCENT</u>	<u>WEAVERS WALK</u>
<u>WELL ROAD</u>	<u>WELLGATE</u>	<u>WELLGATEHEAD</u>
<u>WELLHEAD COURT</u>	<u>WELLINGTON TERRACE</u>	<u>WELLWOOD AVENUE</u>
<u>WEST FAULDS ROAD</u>	<u>WEST PORT</u>	<u>WESTCOTT PLACE</u>
<u>WESTWORTH PLACE</u>	<u>WHEATLAND DRIVE</u>	<u>WHEATLANDSIDE</u>
<u>WHEATPARK ROAD</u>	<u>WHITEHILL CRESCENT</u>	<u>WHITEHILL TERRACE</u>
<u>WHITELEES ROAD</u>	<u>WIDE CLOSE</u>	<u>WILLOW PLACE</u>
<u>WOODBURN COURT</u>	<u>WOODBURN GAIT</u>	<u>WOODLANDS AVENUE</u>
<u>WOODLANDS DRIVE</u>	<u>WOODSIDE LANE</u>	<u>WOODSTOCK AVENUE</u>
<u>WOODSTOCK DRIVE</u>	<u>WOODSTOCK ROAD</u>	<u>YOUNG ROAD</u>
<u>YVETOT AVENUE</u>		



THERE ARE CIRCA 380 PROPERTIES LOCATED IN THE BID AREA.

6.0 BID Management

6.1 BID Development Staff

The Project Manager for the BID is Gary Winning. He is accountable to the BID Steering Group.

6.2 BID Development Steering Group

The BID Steering Group is made up from a cross section of the business community in the area and includes one locally elected councillor. The Steering Group provides direction to the development of the BID and BID development staff. Advice is also given by Iain Ross Council officer. Ultimately all key decisions relating to the developing BID have been taken by the BID Steering Group, who are as follows:

Name	Sector	Name	Sector
Graeme McLeish	Office	John Cunningham	Food Manufacture
Jane Masters	Heritage/Tourism	Phil Prentice	S T P
Dario Bianco	Hospitality	Iain Ross	Council
John Archibald	Council	Racheal Steele/David Dalgleish	Hospitality
Douglas McMillan	Retail	Alasdair Brooks	Retail

6.3 Management of the BID

Following a successful yes vote, the management and operation of the BID will be transferred to a Company which will operate from 01/05/2019.

This Company will be managed by the BID Steering Group until a Board of Directors is elected, but for no longer than three months after the ballot date. The Company will operate in an open and transparent way, answerable to the businesses in the area. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) which will cover the management of the BID Company and billing, collection and transfer of the levy.

A Board of Directors will be established, consisting of up to 12 directors. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected onto the new Company Board, but limited to one eligible person from each eligible property. The new Company will be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.

Nominations of directors from outside of the BID, who **do not** pay the levy and **who may or may not** represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors.

The Board of Directors will recruit 1 Full time manager, 1 part time marketing and communications and social media manager and a part time administrative assistant to ensure the efficient delivery of the projects and effective communications with the levy payers. These details can be amended as best decided by the BID Board of directors after a successful Yes result

The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Treasurer will be elected from the directors of the Board. The Board will include two representatives from South Lanarkshire Council. There will also be non-voting members from Police Scotland and Historic Scotland. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

The BID Company Board will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

7.0 The Consultation Process

7.1 Introduction

The initial BID consultation was undertaken with a limited cross section of businesses in the form of one-to-one interviews **and discussions. Throughout the Winter of 2017/2018 Discover Lanark conducted two surveys targeting two main areas. The first was a consumer survey targeting shoppers and service users throughout the town centre of Lanark. We asked passers by what they perceived the strengths and limitations of Lanark are. Discover Lanark has completed over 400 Shopper Surveys spanning a 3 week period using the service and skills of a professional survey company. The Surveys were completed at various points within the town Centre. These included:**

- **High Street (Top & Bottom),**
- **Wellgate, Castlegate, Broomgate and Bloomgate,**
- **Train Station and Bus Station,**
- **Tesco,**
- **Braidfute Retail Park.**

The surveys were completed throughout different days and times of the week. We looked to capture the true Lanark shopping experience as seen through the eyes of the people using Lanark for all its services and shops. The questionnaire was a detailed survey into many aspects of the shopper experience consisting of around 40 questions taking on average 15 minutes to complete.

The second survey was aimed at business managers and owners, targeting all the business properties within the BID boundary. A survey of businesses and organisations in Lanark was completed and we are pleased to publish the results. Over 300 postal return surveys were handed out to businesses and organisations in Lanark and it was also made available online to ensure its accessibility. We also consulted and communicated with the business owners, managers and property owners through 1 2 1 meetings, a series of drop in sessions and various newsletters both digital and hard copy.

You told us-

- The town is shabby and dull with many shop fronts in need of improvement.
- Lack of car parking (and poor signage) is an issue which needed to be addressed.
- We need better connection with New Lanark as visitors are not stopping in Lanark
- Not enough footfall from locals, visitors and tourists
- There are too many empty shops
- Lack of toilets for shoppers
- Not enough help promoting business
- Local businesses don't work collaboratively enough.
- Not enough events throughout the year to promote local businesses
- Closes and vennels are poor and a barrier to trade.

Of the surveys issued 300, 26% were returned via hard copy and digital format. This paper and digital survey was supported by one to one consultations.

The overall aim of the consultation was to assess opinions on ways to enhance and improve the BID area and give more incentive to visit and invest in the town centre. The results of these surveys and consultations have been combined and form the basis of the Discover Lanark Business Plan and BID Proposal.

Businesses have received letters, emails, telephone calls, newsletters, newspaper articles, one-to-one visits throughout the BID development process to keep them informed of progress. The websites www.discoverlanark.co.uk, www.lanarkwebsite.co.uk and discoverlanark facebook page has been kept fully updated with information throughout the development of the BID. Full details of the consultation are shown at Appendix 2.

New businesses to the BID area have received personal visits on a one-to-one basis to inform them about BIDs.

A launch night of the Discover Lanark Business Plan was held by the BID Steering Group on the 28th Nov 2018. All businesses in the town received an invite to the launch, where the project coordinator and the Chair of the BID Steering Group presented on the BID and took questions.

Further meetings and drop in sessions were held on 22/01/18 (Costa), 07/02/18 (Tolbooth), 26/02/18 (Clydesdale Inn), 05/03/18 (Tolbooth), 26/03/18 (Costa) and there were opportunities for businesses. To launch the Discover Lanark Business Plan a series of further drop in sessions were provided to support those who could not attend the launch night. 19th Nov (Tolbooth), 21st Nov

(Costa), 26th Nov (Tolbooth), 3rd Dec (Tolbooth), 5th Dec (Costa), 12th Dec (Tolbooth) and 17th Dec (Clydesdale Inn). The sessions were held at various times of the day ranging between 9 am and 8pm and lasting for 2 hrs on each occasion.

Following feedback received during the consultation process the steering group organised a Business Plan leaflet which was circulated via hand delivery to each eligible property as well as available through the Discover Lanark Website, Lanark life website, social media and Lanark Tolbooth. This document was also supported by various drop in sessions held in different venues.

To date there have been circa 15 drop- in sessions hosted in various venues throughout Lanark.

As the ballot date approaches it is planned to visit as many businesses as possible to discuss the proposed projects and services that the businesses have indicated they would like the BID to deliver.

Full details of the consultation are contained in Appendix 2

7.2 Business Survey

1-to-1 consultations were carried out with circa 150 eligible persons.

Hard copy paper surveys were delivered to 300 businesses in the town centre with 28% responding.

The surveys were hand delivered to the properties within the proposed BID area on the and the purpose of the surveys was to consult with the businesses in the BID area and determine the issues and concerns of the businesses. The survey also sought to establish views and opinions on specific identified issues relating to the area.

The Steering Group considered the responses from the 1-to-1 consultations, shopper and business surveys and public drop in sessions in order to enough decide on the projects and services proposed in the business plan.

BID legislation requires that before a ballot can take place, a minimum of 5% of the electorate must indicate that they are in favour of a BID. The results of the consultations (both one to one and surveys) indicate that 25 eligible persons of 380 are in favour of the BID.

Please refer to Appendix 1 (Support for the BID) where a list of eligible persons indicating a positive response in consultations and the survey is provided.

7.3 The Key Findings

Sector Specific Survey

Overall, the most important areas a BID could improve on were ranked by the businesses in order of importance as:

1. Access and Traffic Management
2. Marketing and Promotion
3. Business Support
4. Digital

5. Collective Procurement
6. Clean and Attractive
7. Safe and Secure
8. Lobbying and a Business Voice

From the surveys it was determined that,

Businesses would like:

1. A well promoted and vibrant town centre
2. To attract more visitors and see increased spend
3. A raised profile of the town by improving people's perception of the town
4. To see parking issues resolved within the BID area
5. To create a cleaner, more attractive town centre
6. To see fewer vacant units
7. Improvement of Closes/Vennels onto High Street.
8. To see less derelict buildings in the town centre
9. New niche businesses to be attracted to the town centre
10. A more diverse High Street to attract customers
11. Improved business support and advice
12. a scheme to connect Lanark and New Lanark.

Businesses were asked in the Business Plan leaflet if the BID objectives of Access and Traffic Management, Marketing and Promotion, Business Support, Clean and Attractive, Safe and Secure and Lobbying and Cost Reduction were relevant.

8.0 Proposed Improvements

8.1 Proposed Improvements – Introduction

The proposed improvement projects for the BID are based on feedback provided by the businesses.

The BID Steering Group was briefed on the Scottish Governments Town Centre Action Plan and on the Community Empowerment (Scotland) Bill.

The BID Steering Group believe that the following year one projects support the Scottish Governments Town Centre Action Plan themes of, Town Centre First, Town Centre Living, Vibrant Local Economies, Enterprising Communities, Accessible Public Services, Digital Towns and Proactive Planning.

Projects and Services

The headings below show projects and services planned for the five-year duration of the Discover Lanark BID, which will support the Scottish Governments Town Centre Action Plan.

APPEARANCE & ACCESS – Improving how Lanark is presented to locals and visitors

- **Improvements to shop frontages**- grants will be made available to improve the external appearance of business properties.
- **Renovation of Closes and Vennels** – To improve Customer access from the Car parks onto the High street by creating a safe and secure environment in which to shop at all times of day and night. A pilot for this scheme can be found at the new Wallace Close.
- **Creating a Lanark brand** – We all know Lanark is a special place that has a unique and marketable identity. We intend to create a brand that reflects those characteristics. The updated Lanark town signs are just the start of this unified town brand.
- **Car Parking** – We will work in conjunction with South Lanarkshire Council and other partners to make parking easier for locals and visitors.
- **Signage** – we will work with South Lanarkshire Council and other organisations to improve, update and simplify public signage in and around Lanark.

BUSINESS -Putting successful businesses at the heart of Lanark’s community

- **Staff training** – Discover Lanark will work with business owners, managers and staff to give them the tools and opportunities to maximize in all areas of customer service and sales.
- **Nurturing new businesses** – We will work to create an incubator environment for new and innovative businesses that will add value to Lanark.
- **Accessing funding** – Working in partnership with public and private sector organisations throughout Scotland, Discover Lanark will be able to access finance streams which are difficult or impossible for individual businesses to acquire.
- **Cost reduction of utility bills**- We will work with other partners to investigate opportunities where local businesses could reduce their bills for utilities and waste management.
- **Marketing** – Create a unified and structured strategy to promote Lanark’s heritage to locals and visitors.

COMMUNITY – Business and community working together for a better Lanark

- **Festivals and events**- To increase footfall into Lanark with the creation of innovative and attractive events for both locals and visitors. These events will be organised to help showcase Lanark's businesses as well as emphasize the fantastic community spirit of the town.
- **Digital** – Shape the Lanark website to incorporate a digital platform to benefit both businesses and the wider community.
- **Partnerships** – build networks to connect local community groups with Lanark's business community. Create longstanding working partnerships to the benefit of both.
- **Public Toilets** – Investigate the provision of accessible changing toilets suitable for locals and visitors.

LANARK AND NEW LANARK – Working together

- **Link with New Lanark** – Establish an electric bus scheme to transport visitors between Lanark and New Lanark.
- **Working together** – New Lanark World Heritage site attracts many hundreds of thousands of visitors each year. Discover Lanark and New Lanark Trust are committed to working together strategically to capitalize on tourism to the area.
- **Events and Services** – The Cross-promotion of events and services will be essential for the benefit of both Towns.
- **Walks and trails** – To promote the fantastic walks around Lanark and New Lanark to locals and visitors.

The themes above are shown with their budgets at 13.3. The detailed projects and services are shown in the BID Business Plan at Appendix 3.

The BID Steering Group believes that they will contribute to the Scottish Government's broader regeneration strategy by:

- supporting community-led regeneration by enabling local people and businesses to identify and take responsibility for the economic, social and environmental action that will make a difference in their communities.
- advocating the application, where appropriate, of the Town Centre First Principle. That is that communities of all kinds put the health of town centres at the heart of proportionate and best value decision making and through this, seek to deliver the best local outcomes.
- empowering community bodies through the ownership of land and buildings and strengthening their voices in the decisions that matter to them.

- supporting an increase in the pace and scale of public service reform by cementing the focus on achieving outcomes and improving the process of community planning.

through the delivery of projects and services that involve working with the local Community Planning Partnership, providing businesses and local groups with a mechanism for Discover Lanark to have a more proactive role in having their voices heard in how services are planned and delivered, consider local opportunities under the urban right to buy (community bodies a right to request to purchase, lease, manage or use land and buildings belonging to local authorities, certain Scottish public bodies or Scottish Ministers) and work in partnership with the local authority to contribute to community empowerment and improved local outcomes.

The proposed projects will be progressed over the five-year period of the BID. Some projects will be provided on an annual basis while others are one-off projects. The time frame for delivering the projects will be decided by the Board of Directors within the agreed budget.

The detailed projects costs are estimates only. The actual cost of the projects will depend on a variety of factors and will not be definitive until competitive tenders have been submitted where necessary. Some of the projects may be subject to planning permission and other statutory approval.

The projects and services will be based on the following themes, Access, Marketing and Promotion, Business Support, Clean and Attractive, Safe and Secure and Lobbying and Cost Reduction which are included within the Management costs.

Show the themes and costs here, with a brief description of the aim of each theme including the five-year estimated investment in each theme.

Example theme headings could be,

Marketing and Promotion

Business Support and Development

Digital

Collective Procurement

Clean & Attractive

Safe & Secure

Lobbying and a Business Voice

The First Years projects and services are fully detailed in the BID Business Plan.

The themes above are shown with their budgets at 13.2. The detailed projects and services are shown in the BID Business Plan at Appendix 3.

9.0 The BID Levy

9.1 Who will pay the levy?

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. It has been agreed by the BID Steering Group that the levy rate will be a fee structure based on the rateable value of the property on the day of the ballot 08/11/2018 and throughout the 5-year term of the BID. The BID improvement levy will be paid by the occupier (the eligible person liable to pay the non-domestic rate), however, the property owner will be liable to pay the levy where a property is vacant on the day the levy invoice is issued and for all the period thereafter when the property is vacant.

There will be no increase in the levy amount during the term of the BID or as a result of the non-domestic rateable revaluation in 2017.

- There are approximately 380 commercial properties in the BID area which will generate a BID investment levy income of approximately £197,600 per annum this includes a guaranteed £40,000 per annum of additional income from the Border Biscuits Community fund with an estimated total levy income of £988,000 over 5 years.
- All eligible occupiers (of eligible properties) i.e. the eligible person liable to pay the non-domestic rate that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy.
- All eligible tenants or owners of eligible properties (not subject to the non-domestic rate) in respect of that property will be liable to pay the levy (an owner of property is an eligible person only if on the relevant date there is no eligible tenant of that property). This is only relevant if the property is vacant.
- The levy payments are not linked to what businesses pay in rates but are based on the rateable value of the property.
- The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 10 instalments by arrangement with the billing body.
- If there is a change, in occupier to a property, until a new occupier is found, the property owner will be responsible for paying the levy.
- Any new commercial development, sub division of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the Town business improvement district will be liable for the BID Improvement Levy.
- If the property is vacant or empty on the date the levy is issued and for any subsequent vacant periods, the property owner will be liable for the full levy amount, which must be paid within 28 days.
- Self-catering holiday accommodation which is not the sole or main residence of any person and which is available (or intended to be available) for letting on a commercial basis, with profit in mind, for short periods totalling more than 140 days in the financial year remain liable for non-domestic rates for the whole year and will be included.

9.2 Exclusions

The BID Steering Group decided to exclude premises that have a rateable value of under £2500. These premises can pay a voluntary levy and become an “associate member” should they wish, details of which are given in the BID Business Plan.

Please refer to page 4 point 16 where the following statement can be found: - The BID Board of Directors agreed that the levy would be applied to properties with a **Rateable value of £2,500 and above. Also, refer to the table below where band A is £2,500 to £4,999**

The BID Steering Group decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy.

Properties with non- domestic rateable value under £2500, all places of worship and associated halls; sport and community clubs; non-retail charities; and foodbanks.

9.3 The Levy Table

BAND	RATEABLE VALUE	ANNUAL LEVY	MONTHLY LEVY	WEEKLY LEVY
0	£0 - £2499	£0 (Voluntary)	£0 (Voluntary)	£0 (Voluntary)
A	£2500 - £4999	£150	£12.50	£2.88
B	£5000 - £9999	£250	£20.80	£4.80
C	£10000 - £19999	£350	£29.16	£6.73
D	£20000 - £34999	£475	£39.58	£9.13
E	£35000 - £49999	£600	£50.00	£11.53
F	£50000 - £79999	£750	£62.50	£14.42
G	£80000 - £99999	£900	£75.00	£17.30
H	£100000 - £149999	£1,250	£104.16	£24.03
I	£150000 - £299999	£2,000	£166.66	£38.46
J	£300000 - £499999	£2,750	£229.16	£52.88
K	£500000 +	£3,500	£291.66	£67.30

The BID Steering Group has chosen to use a fee structure as above to calculate the levy charged. The reasons behind this are as follows:

- The levy payments must add up to the amount required to deliver the business plan.
- A banding system was chosen as it represents a simple and easy way for businesses to identify their levy payment, provides for ease of collection and represents a fair and reasonable methodology. Everybody benefits therefore everybody pays.
- A minimum payment of £150.00 per annum is believed to be affordable for the smallest businesses as they will have the opportunity to benefit from cost reduction projects and the Property Improvement Grant.
- Through consulting with the businesses, a maximum of £3500 per annum is believed to be affordable for the businesses at the higher end of the banding.

9.4 Enforcement

In the event of any non-payment of the BID improvement levy, it will be strongly pursued by South Lanarkshire Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. South Lanarkshire Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

9.5 Collection of the BID Levy

South Lanarkshire Council will collect the investment levy on behalf of the BID, as this will be an efficient, safe and cost-effective method of collection. South Lanarkshire Council will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan.

The BID Revenue Account and levy cannot be accessed by South Lanarkshire Council nor can it be used by the Council as an additional source of income.

10.0 The Voting Process

10.1 Pre-Ballot

The BID Proposer must notify the local authority, the Scottish Ministers and the billing body 98 days in advance of the ballot date of their intention to put the BID Proposals to ballot. The local authority then has 28 days in which to veto or not the proposal.

The BID Proposer must submit the BID Proposals to the local authority, the Scottish Ministers and the billing body at least 98 days in advance of the ballot date; and of their intention to put the BID Proposals to ballot. The local authority then has 28 days in which to veto or not the BID Proposals. Prior to the ballot taking place, a 'Notice of Ballot' will have been issued to all non-domestic properties in the BID area.

The BID Proposer must make available a full copy of the BID Proposal to any person who is eligible to vote on the BID Proposals who requests a copy. A copy of the BID Proposals and BID Business Plan must also be sent to the Scottish Ministers and the Chief Executive of the local authority 98 days in advance of the final ballot date.

A copy of the BID Proposals and BID Business Plan must be submitted to the Chief Executive of the local authority, the billing body and the Scottish Ministers at least 98 days in advance of the final ballot date.

Prior to, or on the date the ballot papers are issued the BID Proposer must provide all those eligible to vote in the proposed BID area with a detailed BID Business Plan.

10.2 The Ballot

- Ballot papers will be issued to every eligible person in the BID area 42 days before the final ballot date
- Ballot papers, together with a copy of the BID Business Plan will be posted to the eligible person responsible for casting a vote within their business. In the case of national companies, the responsibility for voting may lie with head office.
- The BID ballot is a confidential postal ballot conducted by South Lanarkshire Council on behalf of the Discover Lanark BID and in accordance with Scottish BID legislation.

- Where an eligible property is vacant the voting papers will be sent to the property owner.
- In Discover Lanark BID case, voting papers will be issued on 4/01/2019
- The final date for all ballot papers to be returned is 5pm on 28/02/2019 Papers received after this date and time will be deemed null and void.
- Voting papers are easy to complete, simply place a cross on either “yes” or “no” to the question “are you in favour of a BID?” The ballot paper must then be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful there must be a minimum of 25% “turn-out” (headcount) by number of eligible persons and by combined rateable value.
- Of those that vote, over 50% by number of ballots and 50% by combined rateable value must vote in favour of the BID.
- All eligible persons (i.e. those persons liable to pay non-domestic rates) will have one vote or where a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties that they occupy.
- The ballot papers will be counted on **Fri 1st March 2019** and the results announced by South Lanarkshire Council within one week.
- Following a successful ballot, the BID will commence on 01/05/2019 and will run for a period of five years until the 29/04/2024.

BID Timetable

Please see below for the BID Timetable

Item	B-n	Procedure	Time	Date	Comments
1	B-154	Last day for notice of intention to put BID proposals to ballot.	Regulation 4 At least 154 days before ballot	25/09/2018	Submitted 18/09/2018
2	B-120	BID Review	BID project should be reviewed and agreement reached as to whether a positive ballot is achievable or not. If a positive ballot is not achievable, then the BID should not go to ballot.	18/09/2018	Agreement to proceed to ballot
3	B-98	Last day for the submission of the BID proposal to the local authority and Scottish Ministers.	Regulation 5 (2) (a) (i) At least 98 days* before the day of the ballot in accordance with regulation 4. *This would give the local authority at least 28 days to consider proposals before deciding whether or not to exercise veto.	22/11/18	Submitted
4	B- 70	Local authority to confirm that it is or is not vetoing the BID proposals.	Regulation 14 (1) For the purposes of section 42(2) of the 2006 Act, the prescribed period is 70 days prior to the day of the ballot.	20/12/18	
5	B-56	98 days after item 1 the BID Proposer requests local authority to instruct ballot holder to hold ballot.	Regulation 5 (2) (a) (ii) and (b) The request to hold a ballot should be at least 56 days* before the ballot date. *To allow time to put in place ballot arrangements, before issuing ballot papers (at least 42 days before ballot), it is recommended that the request to hold a ballot should be made at least 56 days before the ballot date.	31/12/18	Should be 3/1/19 but this is closest working day
6	B-56	The local authority instructs the ballot holder to hold BID ballot.	Regulation 6	17/1/19	
	B-42	Ballot holder puts in place arrangements to hold BID ballot.	Regulation 8		
7	B-42	Issue of ballot	Schedule 2, para. 3		

		papers.	42 days before ballot date. Schedule 2, para. 11	Between 29/11/18	
		Spoilt ballot papers.	Spoilt ballot papers may be replaced at any time from the issue of ballot papers.	and 16/1/19	
		Publication of notice of ballot (by ballot holder).	Schedule 2, paras. 2(c) and 3 - at least 42 days after but no more than 90 days after, the date on which the ballot holder published the notice required by paragraph 3(a).		
8	B-42	Last day for postponing the day of the ballot by up to 15 days.	Schedule 2, para. 2 (2) - No later than 42 days before the day of the ballot, the ballot holder may postpone the day of the ballot by up to 15 working days.		
9	B-10	Last day for the appointment of a proxy.	Schedule 2, para. 5(5) An application to appoint a proxy shall be refused for the purposes of a particular ballot if the ballot holder receives it after 5 p.m. on the tenth day before the day of the ballot.	16/1/19	
10	B-7	First day for the request for issue of replacement of LOST ballot paper.	Schedule 2, para. 12 Where a voter has not received their ballot paper by the seventh working day before the day of the ballot, that voter may apply (whether or not in person) to the ballot holder for a replacement ballot paper.	Between 21/2/19 and 28/2/19	
11	B-5	LAST day for cancellation of proxy	Schedule 2, para. 5 (10) A notice under sub- paragraph (9) by a person entitled to vote cancelling a proxy's appointment shall be disregarded for the purposes of a ballot if the ballot holder receives it after 5 p.m. on the fifth day before the date of the poll at that election.	23/2/19	BY 5PM
12	B	Ballot Day	Schedule 2, para. 2 at least 42 days after but no more than 90 days after, the date on which the ballot holder published the notice required by paragraph 3(a). (see Item 7).	28/2/19	By 5pm
13	B+1	The Count	Schedule 2, paras. 14-16 As soon as practicable after the day of the ballot, the ballot holder shall make	1/3/19	

arrangements for counting the votes cast on such of the ballot papers as have been duly returned (in accordance with paragraph 13) and record the number counted.

14	Declaration of results	Schedule 2, Para 17 (2) The ballot holder, having made the certification under subparagraph (1) Shall:	By: 8/3/19	Between 1/3/19 and 8/3/19
	B+1	(a) forthwith make a declaration of the matters so certified; and		
	B+8	(b) Give public notice of the matters so certified as soon as practicable and within 7 days after the counting of the votes.		

11.0 Public Sector BID Involvement

11.1 Baseline Services

A baseline service agreement ensures the BID does not use the levy money to duplicate any services provided by South Lanarkshire Council, Police Scotland. The services directly delivered by the BID additional to any statutory services. The baseline services agreement gives an assurance to businesses that the levy payment will only be used for **additional** projects which they voted on in the BID ballot. Additionally, a baseline agreement avoids the risk that public agencies including South Lanarkshire Council will not reduce its statutory level of service to the BID area following a successful ballot.

For a full and detailed list of services provided in the BID area by South Lanarkshire Council, please see appendix South Lanarkshire Council Baseline information and Baseline Agreement.

The services already provided by South Lanarkshire Council

South Lanarkshire Council provides the following services (both statutory and discretionary) within the BID area: -

- **Community Safety** - Licensing and Permits (street traders, public entertainment, etc.), Food Safety, Trading Standards, Environmental Health
- **Cleansing** - Refuse Collection, Recycling (Kerbside), Street Cleansing, Public Toilet, Environmental Wardens
- **Economic Development** – Town Centre Management, Business Gateway
- **Grounds Maintenance** – Drainage, Structures, Road/Pavement/Lanes Maintenance, Winter Maintenance
- **Lighting** - Street lighting, Christmas lights
- **Traffic** - Traffic Management, Traffic Lights, On-Street and Off-Street Parking
- **Street Furniture and signage** - Street Furniture, Signage, Bus Shelters
- **Planning** - Development Management

- **Policy & Strategies** - Conservation issues

The services already provided by Police Scotland:

- 24/7 Policing response
- Dedicated policing during Peak Times
- Enhanced policing levels during special events
- Operation and control of the Town centre CCTV system
- Liaison with partner agencies and other groups
- Crime Prevention - advice

12.0 Measuring Success

12.1 Measuring the Success of the BID

Throughout the lifetime of the BID, all work on the BID projects will be monitored to ensure the projects proposed in the BID Business Plan achieve a high level of impact and are progressing to the satisfaction of the businesses that voted for the BID.

The BID Board of Directors will monitor and oversee the efficient delivery of the BID projects.

The BID will undergo an independent evaluation of its activities at the half way point and towards the end of the first Term.

The BID will undergo Assessment and Accreditation Interim Review (AAIR) for Scottish BID Companies, The AAIR

- is a bespoke review which recognises and accords with the Scottish BIDs legislation and the public and private sector environment in Scotland
- gives confidence to businesses and the Board of Directors that the practices of the BID Company are robust and accord with good practice and
- supplies an audit trail to support any future evaluation of the BID Company.

In developing the Interim Review, BIDs Scotland consulted with,

- key stakeholders and organisations
- key UK national businesses
- the Scottish Retail Consortium

and reviewed existing Assessment and Accreditation Frameworks, including existing documents used by businesses to assess BID Proposals in the UK to identify key lessons for transfer to the Scottish context.

The Assessment and Accreditation Interim Review is recommended by Scotland's Improvements Districts as good practice and is included as one of the good practice elements of any Scottish BID Proposal and BID Business Plan.

12.2 Marketing, Communications and Social Media

The Steering Group have agreed that an open and transparent approach must be adopted by the Discover Lanark BID Company.

To assist in achieving an open and transparent operation the Steering Group have agreed that the BID Business Plan should include for, One to One contact, Business Briefings, Social Media, Information, reports and intelligence and cross business communication, Written updates and newsletters for those businesses preferring hard copy information or with no access to IT, Press releases, B2B Meetings, Business Surgery,

Annual Forum and Reporting. Details of Director Meetings (agenda and minutes), annual accounts, BID Business Plan and BID Proposal will be made available on the BID Company website.

13.0 Finances

13.1 Estimated Income and Expenditure

It is calculated that there are circa 380 eligible properties located within the BID area (this figure may change as businesses move, expand or close). The BID levy income is calculated to be approximately £157,600 per annum not including the additional £40,000 per annum from Border Biscuits Community fund. Current Scottish collection rates for the BID levy are reported to be standing at 95%. An amount has been set aside in the budget under 'contingency' to allow for any bad debt.

South Lanarkshire Council has agreed, in addition to paying their levy for eligible properties, to provide additional funding for year one up to £ TBC subject to an outcomes agreement with the BID Company.

There are discussions between the Discover Lanark BID Steering Group and South Lanarkshire Council to continue the additional funding for years 3 – 5 of the BID, subject to budgetary process and submission of satisfactory evidence of the BID's performance and impacts and outcomes. Applications for additional grant funding from the Council for specific projects would also be considered based on their merit.

The improvement levy will make it easier to obtain other sources of funding for specific projects and these opportunities will be pursued. The BID aims to attract other investment, sponsorship and trading income to increase the amount available to spend on your projects as they develop. Funds will be sought from but not restricted to Visit Scotland, LEADER, The BIG Lottery and Zero Waste Scotland.

As the BID progresses, more income will be attracted, and this will be invested in improving the town for the benefit of the businesses and local community.

13.2 Financial Management Arrangements

Once the BID is operational, any variations within budgets will be reported to the BID Board of Directors.

The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and your priorities for the coming year, which allows the BID the flexibility to respond to changing business needs and requirements.

South Lanarkshire Council will collect the levy payments on behalf of the BID and will retain these funds in a separate account until the BID Board calls these funds down. The BID Board will manage the levy funds that are collected by the Council. This arrangement will ensure that projects are delivered, and any financial liabilities of the BID are transparent.

13.3 Discover Lanark BID Projected Income and Expenditure

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
BID LEVY	£157,600	£157,600	£157,600	£157,600	£157,600	£788,000

Border Biscuits Community	£40,000	£40,000	£40,000	£40,000	£40,000	£200,000
INCOME TOTAL	£197,600	£197,600	£197,600	£197,600	£197,600	£988,000

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Appearance & Access	£80,000	£80,000	£80,000	£80,000	£80,000	£400,000
Business	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
Community	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000
Lanark and New Lanark	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
Operations	£50,000	£50,000	£50,000	£50,000	£50,000	£250,000
Contingency	£27,600	£27,600	£27,600	£27,600	£27,600	£138,000
TOTAL	£197,600	£197,600	£197,600	£197,600	£197,600	£988,000

14.0 Contact Information

If you would like more information please visit our website www.discoverlanark.co.uk or contact Chair or Project Manager by telephone 07827 291449, email gary@discoverlanark.co.uk or make an appointment to see him.

Discover Lanark Project Manager
Gary Winning

T:

E: gary@discoverlanark.co.uk

Appendix 2



Report

11

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Executive Director (Education Resources)

Subject:	Outcome of the statutory consultation on the proposal to realign the catchment areas both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to be the local non-denominational primary schools
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee on the outcome of the statutory consultation undertaken on the proposal to realign the catchment areas of both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to the local non-denominational primary schools.
- ◆ advise the Committee that the final Consultation Report was published on 26 November 2018;
- ◆ request formal Committee approval for the implementation of the proposal.

2. Recommendation(s)

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

- (1) that the outcome of the statutory consultation undertaken on the proposal to realign the catchment areas of both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to the local non-denominational primary schools be noted;
- (2) that the publication of the final Consultation Report on 26 November 2018 be noted;
- (3) that the implementation of the proposal be approved.

3. Background

3.1. Approval was given on 16 May 2018 to undertake a statutory consultation on the proposal to realign the catchment areas of both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to the local non-denominational primary schools. (see Plan 1). This consultation was undertaken in line with the Schools (Consultation)(Scotland) Act 2010 commencing 18 June 2018 and concluding on 14 September 2018. Education Scotland's response to the consultation was received on 5 October 2018.

4. Outcome of the Consultation – Stakeholder Feedback

4.1. Notification of this consultation was provided to parents of children attending both affected schools and their nurseries (approximately 610 families), the nursery

parents of St Patrick's Primary nursery class and the two private nursery providers in Strathaven, and an advert appeared in the East Kilbride News and Strathaven Echoes on 15 June 2018 giving the details of the consultation, the closing date, how to access necessary documentation and the details of the public meeting. All statutory consultees were also provided with a copy of the Consultation Proposal Document directly.

- 4.2 There were only 17 written responses to the consultation received and a Public Meeting was held where there was further discussion on the proposal.

5. Outcome of the Consultation – Education Scotland Report

- 5.1. Education Scotland was provided with the consultation proposal document at the start of the consultation period. In addition, a summary document including the note of the Public Meeting, all written responses to the consultation and Pupil Views was provided to consider in conjunction with the proposal.
- 5.2 A favourable report was received by the Council on 5 October 2018 in which Education Scotland acknowledged that there was a sound rationale for the proposal and that the education benefits for children have been appropriately considered and demonstrated.

It was identified by Education Scotland, from its own discussions with stakeholders, that one of the issues the Council needed to address was concerns expressed around specific areas of the realignment.

It was also highlighted that queries regarding travel and transport issues (safe routes to school and eligibility of free school transport) should be addressed by the Council in this report.

6. Summary of Consultation

- 6.1. Education Resources reviewed the proposal having regard to the representations made at the Public Meeting, those received in writing and Education Scotland's report.
- 6.2 Education Resources recognise there are concerns regarding specific areas of the realignment due to child care issues (6 returns). The number of those concerned about aspects of the new catchment boundary was a very small proportion of the overall parental stakeholders (1% of more than 600 consultees).
- 6.3 The safety and wellbeing of pupils is paramount and potential issues relating to the travel of pupils will be considered. The Council will ensure that both Kirklandpark Primary and Wester Overton Primary have a recently reviewed travel plan and continue to liaise with Roads colleagues as appropriate.
- 6.4 After review, the proposal to realign the catchment areas of both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to the local non-denominational primary schools is recommended.
- 6.5 The intention, if approved, would be for the changes to come into effect for the January 2019 enrolment. Children who are currently attending either school will have the right to remain in that school. In addition, any younger siblings can also attend the same school as their older sibling without the need for a placing request until school session 2024.

7. Other Implications

- 7.1. In terms of employee resources, this will continue to be provided in each school by means of existing process e.g. annual class configuration protocols and agreed management allocations.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. There is no requirement to carry out an impact assessment in terms of the proposals contained in this report. As referred to in 3.1 above, this consultation was undertaken in line with the Schools (Consultation) (Scotland) Act 2010.

Tony McDaid
Executive Director (Education Resources)

20 November 2018

Link(s) to Council Values/Objectives

- Raise educational achievement and attainment
- Achieve efficient and effective use of resources

Previous References

Bullet point list or None

List of Background Papers

https://www.southlanarkshire.gov.uk/downloads/file/12273/kirklandpark_and_wester_overton_primaries_-_consultation_proposal

Consultation outcome report available from
<https://www.southlanarkshire.gov.uk/directory/47/consultations>

Contact for Further Information

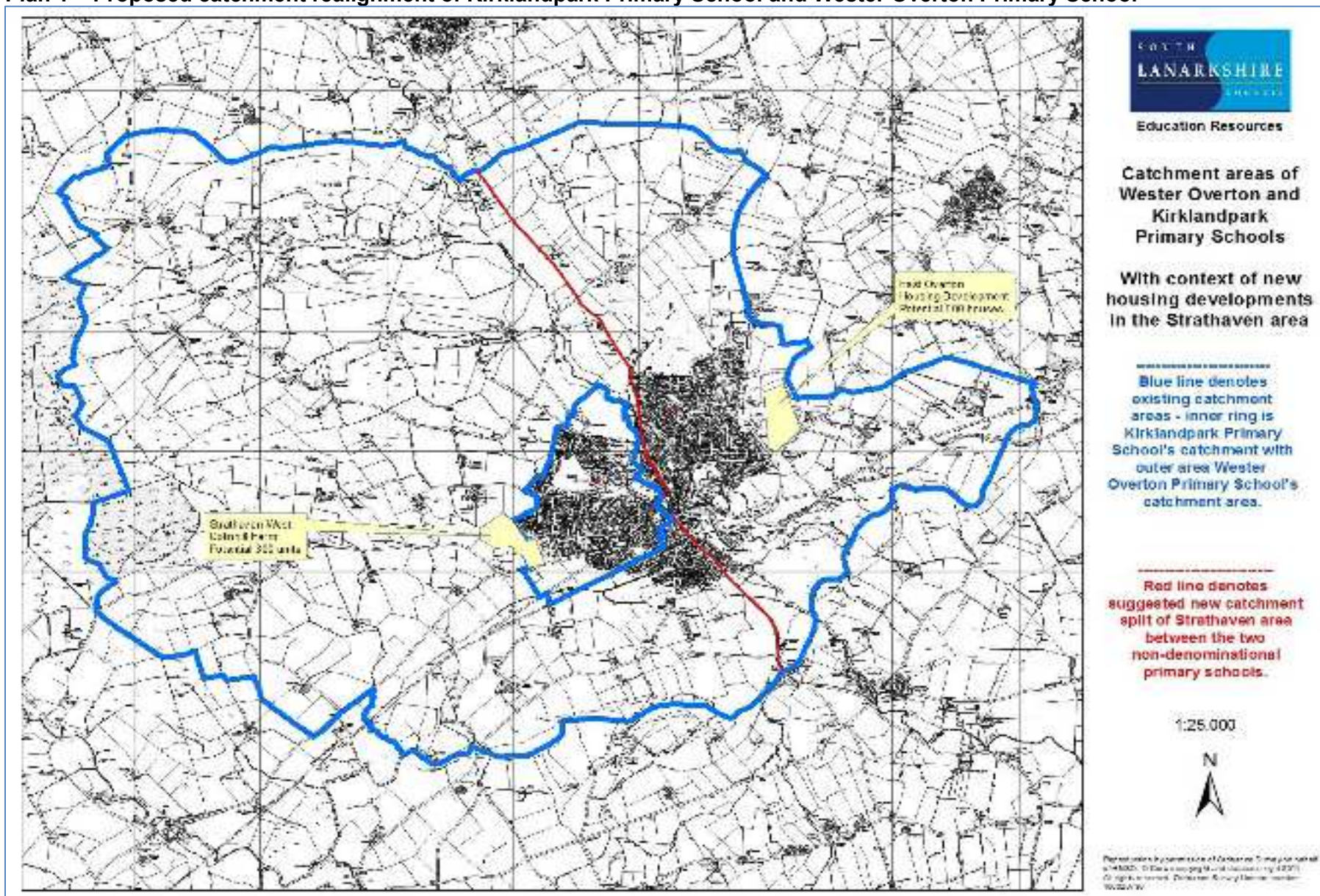
If you would like to inspect the background papers or want further information, please contact:-

Vance Sinclair, Partnership Development Manager

Ext: 2065 (Tel: 01698 452065)

E-mail: vance.sinclair@southlanarkshire.gov.uk

Plan 1 – Proposed catchment realignment of Kirklandpark Primary School and Wester Overton Primary School





Outcome of statutory consultation

Proposal to realign the catchment area of both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to the local non-denominational primary schools.

November 2018

This report has been issued by South Lanarkshire Council in response to the consultation undertaken in terms of the Schools (Consultation) (Scotland) Act 2010. This report includes recommendations of the outcome of the consultation which will be presented to the Executive Committee of South Lanarkshire Council.

Contents

1. **Purpose of the report**
2. **Recommendations**
3. **Background**
4. **Distribution of proposal document and summary of responses**
5. **Pupil comments**
6. **Summary of issues raised by Education Scotland (formerly HMle) and Education Resources response**
7. **Review of proposals by South Lanarkshire Council**
8. **Resource, risk and policy implications**

Appendices

1. Distribution of consultation proposal document
2. Oral questions and responses at public meeting
3. Report by Education Scotland

If you need this information in another language or format, please contact us to discuss how we can best meet your needs. Phone 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

1. Purpose of the report

- 1.1 The purpose of this report is to advise all stakeholders on the outcome of the statutory consultation exercise undertaken in respect of the proposal to change the catchment areas of both Kirklandpark Primary School and Wester Overton Primary School.
- 1.2 This includes a report from Education Scotland on the educational aspects of the proposal and Education Resources' responses to all questions and issues raised during the consultation period.

2. Recommendations

- 2.1 It is intended that the consultation report, along with any relevant documentation, will be considered by the Executive Committee of South Lanarkshire Council on 19 December 2018.
- 2.2 The Executive Committee will be invited to:
 - note the contents of the report and the views expressed by stakeholders; and
 - agree the proposal to change the catchment areas of both Kirklandpark Primary School and Wester Overton Primary School.

3. Background

- 3.1 A consultation proposal document was issued as a result of a decision by the Executive Committee of South Lanarkshire Council on 16 May 2018 to consult on the proposal below:

To change the catchment areas of both Kirklandpark and Wester Overton Primary Schools to more appropriately link new housing developments to the local non-denominational primary schools.

- 3.2 The statutory consultation, in terms of the Schools (Consultation) (Scotland) Act 2010, was carried out over the period 18 June to 14 September 2018 which included a public meeting held on 28 August 2018 in St Patrick's Primary School.
- 3.3 A consultation notice was published in the East Kilbride News and Strathaven Echoes on 15 June 2018. The notice included a summary of the proposal, information on availability of the proposal document, how written representations could be made and also details of the public meeting.
- 3.4 Notification of the proposal was issued on 15 June 2018 to the consultees listed in Appendix 1. The full consultation proposal document was published on the Council website on 18 June 2018 and a copy made available from all libraries, Q and A's and affected schools.
- 3.5 A public meeting was held on 28 August 2018 in St Patrick's Primary School. A summary of the oral representations made at this meeting is included as Appendix 2 in this report.
- 3.6 South Lanarkshire Council sent a copy of the proposal document to Education Scotland on 12 June 2018 in its role as a statutory consultee. In addition, on 19 September 2018 Education Scotland was provided with a summary of all relevant written responses and oral representations made during the consultation period. Education Scotland then carried out its own review including visiting the affected schools to hear and listen to the views of a variety of stakeholders.

- 3.7 South Lanarkshire Council received a copy of Education Scotland's report on 5 October 2018. A summary of this report and Education Resources' response to the key points is included in Section 6 of this consultation report and a copy of the whole document is included at Appendix 3.

4. Distribution of proposal document and summary of responses

- 4.1 Communication was issued to all statutory stakeholders at the affected schools and in the Community informing them of this consultation.
- 4.2 The pupil rolls of the directly affected schools are as follows (census September 2017):
- | | |
|-------------------------------|-----|
| Kirklandpark Primary School | 265 |
| Wester Overton Primary School | 349 |
- 4.3 In addition, letters were issued to all parents of children attending nursery at St Patrick's Primary School, Sweetie Brae Nursery and Strathaven Community Nursery signposting interested parties to this consultation and inviting them to the Public Meeting being held on Tuesday 28 August 2018.
- 4.4 The consultation paper was also available on South Lanarkshire Council's webpage. Over the consultation period of 18 June to 14 September there were 89 unique page views of the consultation proposal document.
- 4.5 The total number of written responses received was 17.

Table 1 Number of responses

Responses	Number
In favour of the proposal	9
Not in favour of the proposal	6
Undecided	2

Table 2 Breakdown of responses

Response to proposal	Future parent	Parent of pupil at Kirklandpark Primary	Parent of pupil at Wester Overton Primary	Future parent of Wester Overton Primary	Future Parent of Kirklandpark	Member of public / community	Other
In favour of proposal	2	1			2	2	2
Not in favour			1	3			2
Undecided		1	1				
TOTAL	2	2	2	3	2	2	4

- 4.6 Comments received from stakeholders are detailed overleaf. The written responses contained are relatively unedited, but information that would lead to the identification of individuals has been removed in accordance with the Data Protection Act 1998.
- 4.7 The recurring themes raised within the comments were:
- Concerns around the proposal to change the current catchment association of Wester Overton resulting in child care concerns
 - transport and safe routes to school;

Table 3 – Written feedback received and Council response

Capacity	Response	Comment	Council Response
Future primary school attendance	In Favour	We live in the Strathaven West development and our property is geographically nearer Kirklandpark. Our children are due to attend primary in 2021 and 2022 and this change would allow them to walk to school.	
Future primary school attendance	In Favour	I have two children who will start primary school in 2021 and 2022. Currently Wester Overton is catchment and would have to walk past Kirklandpark. I support this change of catchment as my children could walk to school rather than being driven.	
Grandparent	In Favour	No comment made by the responder	
Parent of pupil at Kirklandpark Primary	In Favour	I agree with the proposal however I would like to make a suggestion around the boundary on Lesmahagow Road, page 13/14 where the boundary diverts across Goods Burn. Could this be amended up to the back of Avonview please? From a personal view this helps my children who currently attend Kirklandpark Primary and Nursery. From a local community children's social view for those children residing on the proposed borderline on Lesmahagow Road, having children on west side of road going to Kirklandpark versus children on right side of road going to Wester Overton. It would be nice to have them go to one school. I see this is in place for the Southend Grove/Drive/Court children hence my request to include my property.	SLC note the suggestion regarding the catchment line. Projected figures for both Wester Overton and Kirklandpark indicate that they will have sufficient capacity to allow any parent who wishes their child to attend Kirklandpark to make a placing request to do so.
Member of Scottish Youth Parliament	In Favour	I believe this proposal is fair and will have a positive impact on the teaching and learning of pupils attending both schools. It is also fair in the fact that young people won't need to walk a far distance to get to school.	

Parent of pupil at Wester Overton Primary and parent of a future pupil	Undecided	I have a child at Wester Overton and another child due to start in August 2020. My child at school currently uses the school bus. Will this service still be provided and for how many years to come? If the change in catchment area goes ahead there will be a significant increase in children walking to school and having to cross a very dangerous road, namely Station Road. Will any measures be put in place such as a crossing patrol person?	<p>Parents who choose to send younger siblings to the same school as an older child currently in attendance can do so without the need for a placing request. This position will stand until school session 2024.</p> <p>Thereafter if you qualify for free school transport as per Council policy then this will continue.</p> <p>In August 2018 the Community and Enterprise Committee approved a report by the Road Safety Officer that all schools should have a Travel Plan in place. Actions identified through this will be assessed by Roads and Transportation. Schools are being supported through this process</p>
Parent of child due to attend Kirklandpark in the next two years	In Favour	I feel the Colinhill area should be in the Kirklandpark catchment as this is the nearest primary school to the area.	
Parent of child due to attend Kirklandpark in the next two years	In Favour	I feel the Colinhill area should be in the Kirklandpark catchment as this is the nearest primary school to the area.	
Member of the public / community	In Favour	My grandson lives in Stewart Milne development - Colinhill Grange. As I regularly look after him, Kirklandpark Primary is the closest to both our homes.	
Member of the public / community	In Favour	I have recently moved to the Stewart Milne housing development, Colinhill Grange, and I am in support of the proposal in order that my child can attend Kirklandpark Primary School as this is the nearest primary school to our house. My child's grandparents and child minder also live within this part of Strathaven and therefore this would be the most practical option for us as a family.	

<p>Parent of child due to attend Wester Overton in the next two years</p>	<p>Not in Favour</p>	<p>We moved to Southend Drive area in 2015. One of the reasons we bought a house in the area was we knew we wanted to start a family and with the areas catchment being Wester Overton it would have been beneficial to our childcare needs. We now have a child and since we both work full time we rely on grandparents for childcare support. My parents, who will be looking after our child, stay close to Wester Overton and do not drive. At present we drop our child at theirs before 8am and we do not pick her up until after 6pm due to full time working commitments. Our basis of originally buying a house in Strathaven was it must fall into the Wester Overton catchment area so our work is not affected by childcare restrictions. This would affect our work if the catchment area moved to Kirklandpark. The school does not offer before or after school clubs which meet our working hours and due to mobility constraints my parents would be unable to drop off/pick up our child if it was Kirklandpark. At present our neighbours children attend Wester Overton and the idea of car-pooling has been discussed however again if the catchment area changed this puts further restrictions on our child's schooling needs. My partner recently attended the public meeting regarding catchment area proposals and it was discussed that there are numerous rejections against the proposal. It was verbally advised that this proposal could be reconsidered stating that even with the new houses being built around Strathaven that there is still capacity to keep this area as Wester Overton as its catchment area. I would like to request that the area of Southend Drive catchment area be kept as Wester Overton.</p>	<p>SLC recognise that child care is a concern to parents.</p> <p>Projected figures for both Wester Overton and Kirklandpark indicate that they will have sufficient capacity to allow any parent who wishes their child to attend Wester Overton to make a placing request to do so.</p>
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<p>Parent of child due to attend Wester Overton in the next two years</p>	<p>Not in Favour</p>	<p>We moved to Southend Drive area in 2015. One of the reasons we bought a house in the area was we knew we wanted to start a family and with this house's catchment area being Wester Overton Primary School it would have been beneficial to our childcare needs. We now have a child and since we both work full time we rely on grandparents for childcare support. The grandparents stay close to Wester Overton and do not drive. At present we drop our child at theirs before 8am and often do not pick her up until after 6pm at night due to full time working commitments. Our basis of originally buying a house in Strathaven was it must fall into the Wester Overton Primary School catchment area so our work is not affected by childcare restrictions. This would affect our work commitments if the catchment area moved to Kirklandpark Primary School. Neither school offers a before or after school club which match our working hours therefore we rely on supports from the grandparents. The grandparents have already advised us that they would not be able to drop off/pick up our child if the catchment school was changed to Kirklandpark Primary School. This is putting stress and strain on us at this moment in time regarding the uncertainty of this current proposal. At present our neighbours children attend Wester Overton Primary School and the idea of car-pooling has been discussed with various neighbours in our street, however if the catchment area was changed this puts further restrictions on our child's schooling needs. I attended the recent public meeting regarding catchment area proposals and it was discussed that there are numerous rejections against the proposal. It was verbally advised that this proposal could be reconsidered stating that even with the new houses being built around Strathaven that there is still capacity to keep the area in which I stay as Wester Overton as its catchment area. I would like to therefore request that this area of Strathaven (Southend Drive) be kept at having Wester Overton Primary School as its catchment area school.</p>	<p>SLC recognise that child care is a concern to parents.</p> <p>Projected figures for both Wester Overton and Kirklandpark indicate that they will have sufficient capacity to allow any parent who wishes their child to attend Wester Overton to make a placing request to do so.</p>
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Parent of child due to attend Wester Overton in the next two years	Not in Favour	I disagree with the proposal as our catchment area has always been the same. I know Strathaven is increasing in size but I feel that the children in our area are being pushed out as a result of this. My child has been awarded a place at Wester Overton Community nursery in January 2019. I hoped she would attend Wester Overton school. All of my child's cousins currently attend the school. As a business owner in Strathaven, my other family members would be able to drop off and collect my child at the same time but if the catchment area changes they cannot be in two places at the same time. The bus the school runs is an option as well for my child to Wester Overton. Due to the complaints I have heard about the volume of traffic to Kirklandpark School I fear a bus also travelling to there would cause a lot of complaints from people that stay in the area of the school or from parents.	
Parent of pupil at Wester Overton Primary and parent of a future pupil	Not in Favour	I don't agree with the proposal. As a former pupil of Wester Overton, 3 children already went there and 1 still to go. I have lived in Strathaven for all of my life. I don't see why our children should be changed of the catchment area because of new houses being built in the area and moving new people in. I feel as though our children are being moved from their catchment area to suit others and to be honest think it is very unfair on the community. Personally, I would have to go to Wester Overton to collect my daughter and then Kirklandpark for 3pm which then a safety issue then arises when one child is left alone. With the traffic also I would be delayed. I think the catchment area should be kept the same as it has never caused a problem before. New housing should not be taking priority over pupils' needs and parents' views.	SLC recognise that child care is a concern to parents. Projected figures for both Wester Overton and Kirklandpark indicate that they will have sufficient capacity to allow any parent who wishes their child to attend Wester Overton to make a placing request to do so. Any child with a sibling currently attending Wester Overton will have the right to choose to send younger children to the same school without the need for a placing request until school session 2024.
Other - grandparent	Not in Favour	My son and daughter in law stay in Southend Drive area of Strathaven. They bought a house in this area because the school catchment area is Wester Overton Primary. My wife and I stay close to Wester Overton Primary. As it is my wife and I who will be taking our granddaughter to and from school as both parents work full time it would be beneficial if she attended Wester Overton Primary as my wife and I don't drive.	

Other - grandparent	Not in Favour	My son and daughter in law stay in Southend Drive Strathaven. They bought a house in this area because the school catchment area is Wester Overton Primary. My husband and I stay close to Wester Overton Primary. As it is my husband and I who will be taking our granddaughter to and from school as both parents work full time it would be beneficial if she attended Wester Overton Primary as my husband and I don't drive.	
Parent of pupil Kirklandpark Primary	Undecided	There has been an increase in pupil numbers and it is a great concern that nothing has been put in place to provide safe routes to school. There is not a safe crossing at the top of Lethame Road, Castleview Road. As well as an increase in pupils, there has been an increase in car traffic at this side of the school. It can be difficult for the children (and adults) to see out past parked cars and determine if it's safe to cross. To access the existing patrol person further down the road, near the back entrance, would involve walking on road that has no pavement - so this is not a safe option. I feel that road safety and safe routes to school should have been given greater consideration and thought when drastic housing increases were planned	<p>Parents who choose to send younger siblings to the same school as an older child currently in attendance can do so without the need for a placing request. This position will stand until school session 2024.</p> <p>Thereafter if you qualify for free school transport as per Council policy then this will continue.</p> <p>In August 2018 the Community and Enterprise Committee approved a report by the Road Safety Officer that all schools should have a Travel Plan in place. Actions identified through this will be assessed by Roads and Transportation. Schools are being supported through this process.</p>

5. Pupil comments

Pupil comments – Kirklandpark Primary School

SLC Change of Catchment Proposal for Kirklandpark/Wester Overton Primaries

Feedback from Kirklandpark pupils, 5th September 2018

Before and during the feedback session the pupils had access to maps detailing both the current catchment areas, and those proposed.

What are the advantages of the current catchment area?

- *It is okay if you are lucky enough to live in it.*
- *It may have less overcrowding at Kirklandpark.*
- *The size limits the amount of pupils at Kirklandpark.*
- *Those in the catchment are within walking distance – very local.*
- *Not many of the new houses are in it.*

What are the disadvantages of the current catchment area?

- *There is an overlap, it doesn't make sense.*
- *It causes traffic in the town with people crossing over to their school.*
- *Wester Overton is too busy.*
- *Parents and children have long journeys to school (potentially).*
- *The access roads to Kirklandpark are too small and narrow for the amount of cars.*
- *Pupils have busy/main roads to cross and there are also Academy pupils.*
- *Kirklandpark's playground space is cramped.*

What are the advantages of the proposed catchment area?

- *Easier to get a place in your local school.*
- *The split of houses is more even.*
- *Travelling time will be reduced for pupils.*
- *There may be less roads to cross – main/busy roads.*
- *For new houses it means they can go to a closer school.*

What are the disadvantages of the proposed catchment area?

- *Maybe families could be split. (explained as families with existing pupils at one school but new family members zoned to a different school).*
- *The split does not follow the size (capacity) of the school – particularly Kirklandpark.*

Pupil comments – Wester Overton Primary School

- Most parents hadn't discussed the catchment proposals as it had no effect on their family.
- You wouldn't be too far away from your school so it's less to walk.
- You wouldn't have to drive to school so more people can cycle or walk.
- It's not right that some people have to go past another school on their way here in the morning.
- It makes sense because children who live closer to each school will go there.
- It's fair because there is less distance for children to walk.
- It's fair because if you are already at this school you don't have to move to Kirklandpark and your wee brothers and sisters can come here too.
- Some children might have to get the bus now.
- It might be harder for aunties and grans and child minders if children are at different schools.
- I think you should have a right to choose your school.
- My cousin will have to go to a new school instead of starting here.
- A parent might have bought a house so that they could go to that school and now they have to send their children to a different school and it won't be where their families are.

6. Summary of issues raised by Education Scotland (formerly HMle) and Education Resources' responses

- 6.1 As part of the statutory consultation process, Education Scotland prepared a report on the consultation proposal by South Lanarkshire Council, addressing educational aspects of the proposal. This report is attached as Appendix 3.
- 6.2 Overall, Education Scotland recognise the clear educational benefits of realigning the catchment areas to allow children to attend their closest non-denominational school.
- 6.3 Education Scotland found, from its own discussions with stakeholders, that one of the issues the Council needed to address was concerns expressed around specific areas of the realignment.
- 6.4 It was also highlighted that queries regarding travel and transport issues (safe routes to school and eligibility of free school transport) should be addressed by the Council in this report.

6.5 Response

South Lanarkshire Council welcomes the very helpful report and the recognition of the clear educational benefit of realigning the catchment areas of Kirklandpark Primary and Wester Overton Primary Schools.

Specific Areas of the realignment

South Lanarkshire Council recognises there are concerns regarding specific areas of the realignment due to child care issues (6 returns). The number of those concerned about aspects of the new catchment boundary was a very small proportion of the overall parental stakeholders (1% of more than 600 consultees). In the particular geographical area of concern it was identified that there are currently 57 children attending Wester Overton Primary School, however, we did not receive any other negative views from those families as part of the consultation proposal. The projected roll for both schools shows that there will be sufficient capacity to be able to accommodate placing requests should parents wish to do so. In addition any family with children currently attending Wester Overton will have the right to choose that their younger children also attend without the need for a placing request until school session 2024.

Transport and Safe Routes to school

The safety and wellbeing of pupils is paramount and issues relating to the travel and transportation of pupils will continue to be, as with all schools, a significant challenge. This is an area of important focus for Council officers to work in partnership with parents to best meet families' needs where possible. Normal Council procedures for monitoring safe routes to schools and providing safe and accessible school transport would apply. The Council will ensure that both schools have a recently reviewed travel plan.

In addition, the Community and Enterprise Resources Committee all schools have been encouraged and in some cases required to produce a comprehensive Travel Plan. Any action points identified within this document should be assessed through liaison between the Head Teacher, Parent Council, Education Resources, Roads and Transportation Services and Police Scotland to ensure solutions are taken forward as appropriate.

7. Review of proposals by South Lanarkshire Council

7.1 The Council has reviewed the proposals having regard (in particular) to any relevant written representations received by the Council during the consultation, and representations made at the public meeting, and Education Scotland's report.

7.2 After review, the proposal to change the catchment areas of both Kirklandpark Primary School and Wester Overton Primary School is recommended. Education Scotland are supportive of the proposal and should a parent/carer wish to make a placing request out with the new catchment areas then there is sufficient capacity within Kirklandpark Primary and Wester Overton Primary schools to be able to accommodate this. In addition any family with children currently attending either Kirklandpark Primary or Wester Overton Primary will have the right to choose that their younger children also attend the same school without the need for a placing request until school session 2024.

8. Resource, risk and policy implications

Resource implications

8.1 Property costs

As this proposal aims to maximise the use of existing accommodation it represents best value and demonstrates the effective and efficient use of Council resources.

8.2 **Staffing costs**

In terms of employee resources, this will continue to be provided in each school by means of existing process e.g. annual class configuration protocols and agreed management allocations.

8.3 **Risk implications**

The Council has a duty to conduct risk assessments under the Management of Health and Safety at Work Regulation 1999. Any current risk assessments at the school would be reviewed if the proposal is implemented.

8.4 **Policy implications**

Strategy

This report supports Education Resources' priorities for raising educational achievement and attainment and achieving efficient and effective use of resources.

8.5 **Consultation**

This report describes the outcome of the statutory consultation process with all key stakeholders. Further consultation with pupils, staff, parents, Trade Unions and other stakeholders would continue as appropriate if the proposal is approved.

Appendix 1 Distribution of consultation proposals document

Distribution list and how to access a copy of the proposal document

Notification of the proposal was provided to the following consultees:

- The Parent Council of the affected schools;
- The parents of the pupils at the affected schools;
- Parents who have children who are expected to attend the affected schools within 2 years of the publication of this proposal document;
- The pupils at the affected schools and the pupil committees and Councils;
- All South Lanarkshire Council employees at the affected schools;
- Trade union representatives;
- Community Councils within the affected locality;
- All relevant users of the affected school.

A copy of the proposal document was also made available to:

- All Elected Members of South Lanarkshire Council;
- South Lanarkshire Youth Council;
- Education Scotland (formerly Her Majesty's Inspectorate of Education, HMIE);
- The Constituency MSP of the affected school;
- The MP of the affected school;
- Police Commander for Lanarkshire Division of Police Scotland;
- Chief Executive, NHS Lanarkshire;
- Chief Executive, Strathclyde Partnership for Transport;
- Area Commander, Scottish Fire and Rescue Services.

The steps listed below were also taken to ensure that the proposal document was widely available.

- Notice of the proposals and of publication of the proposal document was placed within the East Kilbride News and Strathaven Echoes
- All affected schools promoted this consultation through existing communication routes (school newsletters, school website etc);
- St Patrick's Primary School notified their nursery parents of the proposal
- The proposal document was also published on the South Lanarkshire Council website:
www.southlanarkshire.gov.uk;
- Twitter messages were used to raise awareness and let people know of the consultation;
- The proposal document was offered in another language or format if required;
- The proposal document was also available at the following locations:
 - a. Council Offices, Education Resources, Almada Street, Hamilton, ML3 0AA. Phone 01698 454102.
 - b. All libraries in South Lanarkshire
 - c. All South Lanarkshire Council Q and A Offices
 - d. The schools affected by the proposal

Appendix 2 Oral questions and responses at public meeting

Note of Public Meeting held on 28 August 2018 in St Patrick's Primary School 6pm.

Panel Members

LS	Lynn Sherry	Chair of Meeting and Head of Education (East Kilbride)
DH	David Hinshelwood	Support Services Manager
AC	Allison Craig	Lead Officer, Education

Note takers: Fiona Roach, Lee McMurray and Lesley Yule

17	Total number of attendees.
13	Parent / Grandparent – Kirklandpark and Wester Overton Primary Schools
1	Local Elected Member
1	Unknown designation
2	Head Teachers of Kirklandpark and Wester Overton Primary Schools

Purpose of meeting: To share information on the statutory consultation on the proposal to change the catchment areas of both Kirklandpark Primary School and Wester Overton Primary School.

LS opened the meeting at 6.02pm starting off by thanking those in attendance and stressing the importance of stakeholders being able to express their views on the proposals to change the catchment areas of both Kirklandpark and Wester Overton Primary Schools and encouraged the submission of formal responses to the consultation. The format and purpose of the meeting was explained and the panel introduced. It was highlighted that a note of tonight's meeting would be taken but that note would not be verbatim.

Consultation process and timeline

LS explained that the Schools (Consultation) (Scotland) Act 2010 outlines a consultation is required to be held where a change is being proposed to existing catchment areas. The statutory consultation is a formal process with prescriptive timelines, the purpose of which is to give people the opportunity to express their views on the proposal. This consultation process ends on Friday 14th September 2018. The Act also states who the statutory stakeholders are and that a Public Meeting is also part of that legislative process to help ensure wider participation and feedback. Although a note of tonight's meeting will be taken, the most effective route to feedback is through the formal response form to ensure views are captured accurately. All views given will be fed into the whole process.

Background to the proposal

LS outlined the background to the consultation proposal and that the proposal had been led by the community.

The growth and changes in the town have meant that historical catchments no longer make sense. Some families choose placing requests to attend the school closest to their address. There are growth areas in the town. East Overton where 500 houses are currently planned which is linked to Wester Overton and Colinhill Farm where 300 houses are planned which is currently linked to both Wester Overton and in some parts Kirklandpark.

Taking account of future pupil roll projections and future known housing developments both schools have got capacity to cope with the numbers to be generated.

By realigning the catchment boundaries the definition of the catchments would become clearer and more defined.

The intention, if approved, would be for the changes to come into effect for the January 2019 enrolment. Children who are currently attending school will have the right to remain in their school. Any younger siblings coming through can also go to the same school as their older sibling until 2024.

The secondary school will not be affected by the proposal as both schools already feed into Strathaven Academy.

LS opened up the floor for questions.

Questions and Answers

Grandparent – what happens if children are currently on placing requests from outwith the area?

DH – any younger pupils would still use the placing request system.

Parent – Wester Overton – will the school bus still be available?

DH – if the pupil remains at Wester Overton the younger sibling will still be able to attend the same school and they would still be eligible for school transport if remain over one mile from the school.

LS – Asked if the audience generally agreed with the proposals.
There was general nodding around the room.

Parent – I don't agree with the proposal. Historically all have attended Wester Overton and now younger children in the family would attend Kirklandpark. Parent relies on family for childcare and changes would result in her sister's children attending a different school.

DH – family circumstances differ and we appreciate the difficulties with child care within an extended family. Placing requests could still be requested if space in the school.

Parent – unfair that the schools are full and all the new houses are pushing the children out. Others feel the same.

DH – schools have got capacity for the new developments.

Councillor – main feedback of concern is coming from the Moss Road, Newton Road and Dovecastle area. Both schools are of equal distance from this area. Can we look at the boundary for this area?

LS – Yes, we could look at this.

Councillor – we will need to look at the numbers coming from this area.

DH – we will take the views on board and look at the capacities.

Parent – concerned about getting to school safely now there is no school crossing patroller. Has seen a definite increase in the number of cars this year.

Parent/Parent Council Kirklandpark – Parent Council at Kirklandpark has been continually fighting for safe walking routes and have made representations to Roads and Transportation. There should be an assessment done as three separate roads to cross

DH – one of the reasons for the boundary being suggested where it is, is to avoid pupils crossing each other on the way to school and reducing congestion through the town. We can contact our colleagues in Roads and Transportation and ask them to look at volumes. They have a set criteria that they work to.

Head Teacher Kirklandpark – confirmed they were awaiting a response from Stuart Laird in the Roads Dept.

Parent – what about children starting at nursery?

DH – nurseries are not run on a catchment basis. It doesn't matter which nursery they attend, the catchment school is determined by the home address not the nursery.

As there were no further questions LS summarised the next steps in the process.

Next steps

The consultation is live until 14 September 2018 and all attendees are encouraged to respond.

The Council will submit a summary document to Education Scotland that will include all the feedback gathered via written responses and a note of tonight's Public Meeting. Education Scotland will then independently carry out its own dialogue with affected schools, pupils, parents and the wider school community. Education Scotland will then make a formal response to the Council on its view focussing on the educational impacts of the proposal.

It was explained that a final consultation report would then be published by the Council, this report will include all the feedback from stakeholders and Education Scotland.

This report has to be publicised for at least three weeks prior to the Council's Executive Committee making a decision. This decision is likely to be made at the November or December Executive Committee.

As there were no further questions from the floor, LS thanked everyone for their attendance and participation, and closed the meeting at 6.25pm and encouraged all attendees to submit their views on the proposals.

Further informal discussion was held whilst looking at the available plans of the changes.

The contents of this note of the public meeting are not direct quotations but are as close a representation of what was said as the scribes were able to achieve while taking handwritten notes during the meeting. These should be regarded as paraphrased comments and they have been included to indicate the feelings and expressions of contributors as closely as possible.

Appendix 3 Report by Education Scotland

Report by Education Scotland addressing educational aspects of the proposal by South Lanarkshire Council to realign the catchment areas of Kirklandpark and Wester Overton Primary Schools.

1. Introduction

This report from Education Scotland has been prepared by Her Majesty's Inspectors of Education (HM Inspectors) in accordance with the terms of the Schools (Consultation) (Scotland) Act 2010 ("the 2010 Act"). The purpose of the report is to provide an independent and impartial consideration of South Lanarkshire Council's proposal to realign the catchment areas of Kirklandpark and Wester Overton Primary Schools, to more appropriately link new housing developments to the local non-denominational primary schools. Section 2 of the report sets out brief details of the consultation process. Section 3 of the report sets out HM Inspectors' consideration of the educational aspects of the proposal, including significant views expressed by consultees. Section 4 summarises HM Inspectors' overall view of the proposal. Upon receipt of this report, the Act requires the Council to consider it and then prepare its final consultation report. The Council's final consultation report should include a copy of this report and must contain an explanation of how, in finalising the proposal, it has reviewed the initial proposal, including a summary of points raised during the consultation process and the Council's response to them. The Council has to publish its final consultation report three weeks before it takes its final decision. Where a Council is proposing to close a school, it needs to follow all statutory obligations set out in the 2010 Act, including notifying Ministers within six working days of making its final decision and explaining to consultees the opportunity they have to make representations to Ministers.

1.1 HM Inspectors considered:

- the likely effects of the proposal for children of the schools; any other users; children likely to become pupils within two years of the date of publication of the proposal paper; and other children and young people in the Council area;
- any other likely effects of the proposal;
- how the Council intends to minimise or avoid any adverse effects that may arise from the proposal; and
- the educational benefits the Council believes will result from implementation of the proposal, and the Council's reasons for coming to these beliefs.

1.2 In preparing this report, HM Inspectors undertook the following activities:

- attendance at the public meeting held on 28 August 2018 in connection with the Council's proposals;
- consideration of all relevant documentation provided by the Council in relation to the proposal, specifically the educational benefits statement and related consultation documents, written and oral submissions from parents and others; and

- visits to the site of Kirklandpark and Wester Overton Primary Schools, including discussion with relevant consultees.

2. Consultation process

- 2.1 South Lanarkshire Council undertook the consultation on its proposal(s) with reference to the Schools (Consultation) (Scotland) Act 2010.
- 2.2 The statutory consultation period ran from 18 June to 14 September 2018. Communication was issued to all stakeholders at the two affected schools, three nursery classes and the document was issued to the two partnership nurseries within the town. Adverts were placed in the Strathaven Echoes and East Kilbride News. Copies of the proposal document were made available in Council libraries and on the Council website. The Council held a public meeting on 28 August 2018 at St Patrick's Primary School, Strathaven. There were 17 attendees at the public meeting. Consultation with pupils also took place at both affected schools.
- 2.3 The Council received 17 written responses to the proposal, nine were in favour of the proposal, six were not in favour of the proposal and two were undecided. Concerns raised at the public meeting, in written responses from those against the proposal and from parents who met with HM Inspectors, predominantly related to two aspects: specific boundaries of the proposed new catchment areas and safe routes to school.

3. Educational aspects of proposal

- 3.1 The proposal aims to ensure that children can attend their closest non-denominational school, by appropriately linking housing areas to each of the two schools concerned. The proposal has the potential to remove uncertainty for families and for schools at enrolment. Overall, the proposal has clear educational benefits. The proposal should assist the Council to make effective use of its resources.
- 3.2 Respondee who were against the proposal were of the view that the Council had not fully considered the needs of families living in the Dovecastle and Colinhill areas. At the public meeting Council officers indicated that specific boundaries of the catchment area, such as Dovecastle, could be looked at. In taking forward the proposal, the Council should respond to individual local school communities regarding concerns around specific areas in the proposed realignment of the catchment.
- 3.3 Stakeholders reported concerns regarding safe routes to school. The consultation paper indicates that the proposed catchment areas should provide more opportunities to promote safe walking and cycling to school. One headteacher indicated that they were awaiting a response from the roads department regarding aspects of safe routes to school. In taking forward the proposal, the Council should ensure that each school's travel plan is reviewed and responses are shared regarding stakeholder concerns about safe routes to school.

3.4 Almost all staff and children from Kirklandpark Primary School and Wester Overton Primary School who spoke with HM Inspectors fully supported the proposal to redefine the catchment areas, sharing that the proposal made sense and it would be helpful and move away from uncertainty for families.

3.5 Most parents at Kirklandpark Primary School and Wester Overton Primary School who spoke with HM Inspectors supported the proposal to redefine the catchment areas, albeit with issues relating to specific areas of the catchment as outlined above being reconsidered. Parents at Kirklandpark Primary School shared concerns regarding demands on the capacity of the school. In the proposal paper, the Council has stated that they will continue to monitor the impact of an increasing roll and make necessary arrangements to enhance the existing educational facilities appropriately and in a timely manner. In taking forward the plans, the Council should share with parents how this monitoring and any relevant changes to arrangements would be undertaken.

4. Summary

Overall, South Lanarkshire's proposal to realign the catchment areas for Kirklandpark Primary School and Wester Overton Primary School has clear educational benefits. The proposal aims to ensure that children can attend their closest non-denominational school, by appropriately linking housing areas to each of the two schools concerned. The proposal has the potential to remove uncertainty for families and for schools at enrolment. In taking forward the proposal, the Council should respond to individual local school communities regarding concerns around specific areas in the proposed realignment of the catchment. The Council should also ensure that each school's travel plan is reviewed and responses are shared regarding stakeholder concerns about safe routes to school.

**HM Inspectors
Education Scotland
September 2018**

Report

12

Report to: **Executive Committee**

Date of Meeting: **19 December 2018**

Report by: **Executive Director (Education Resources)**
Executive Director (Housing and Technical Resources)

Subject: **Syrian Refugee Resettlement Programme (SRRP)**
ESOL Provision

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval to add two additional posts on a temporary basis to the Education Resources establishment as detailed in Section 6.2.

2. Recommendation(s)

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

- (1) that the two FTE, as detailed in Section 6.2, are added to the Education Resources establishment on a fixed term basis for 15 months from January 2019.

3. Background

- 3.1. The Syrian Refugee Resettlement Programme (SRRP) is designed to assist Syrians who have fled to countries neighbouring Syria as a result of the ongoing conflict in their home country. In order to qualify for this Programme individuals/families have to be particularly vulnerable as survivors of violence and torture, women and children at risk and those needing medical care. The UK Government initiated the new SRRP during 2015 with the intention to resettle 20,000 Syrian refugees in the UK within a five year period to 2020.
- 3.2. All funding for this Programme comes from the Home Office – through the UK Aid budget, and costs are covered on a flexible unit cost approach giving the ability to pool the figures if required for a particular family.
- 3.3. In the first year of resettlement Local Authorities receive the following unit costs which are then tapered over the remainder of the 5 year resettlement period:-

Children under the age of 3	£8,520
Children aged 3-4	£11,770
Children aged 5-18	£14,020
Adults in receipt of mainstream benefits	£8,520
Other adults	£8,520

4. Current situation

- 4.1. From December 2015 to November 2018 South Lanarkshire Council and the Community Planning Partners have resettled 136 individuals (37 families). By the end of December 2019 it is anticipated that a further 100 individuals will reside in South Lanarkshire.
- 4.2 On arrival the families require initial intensive support to assist with their integration. The families are supported by Housing and Technical specialist support provision – Refugee Resettlement team (RRT) consisting of one full time Advisor, two full time and two part time Refugee Support Officers.

5. English for Speakers of Other Languages (ESOL) Requirements

- 5.1. As part of the agreement with the Home Office there is a requirement that individuals over the age of 18 will receive a minimum of 8 hours of ESOL provision per week. Since the first families arrived there has been a mixture of dedicated Syrian specific classes and mixed language open doors support hours available. The sessions are provided by the Youth Family and Community Learning Service (YFCL) which includes ESOL provision
- 5.2. YFCL employs 2 part time Youth Family and Community Learning Officers (ESOL) who deliver 35 hours per week on a term time basis. This support comprises of direct language support and community activities that support integration. This support is directed by the South Lanarkshire ESOL Strategy and is offered to all learners who require language support to contribute and integrate socially, culturally and economically.
- 5.3. As part of the ongoing learning from the Programme it was agreed that new families arriving would be part of an intensive induction package consisting of three weeks of three hours for three days a week – this has helped to develop daily living language skills. This programme has proved invaluable and provides an excellent base for language development. It has been very well received by the families involved and has been rolled out to all new arrivals. However, this intensive package is not sustainable through the current ESOL staffing complement.
- 5.4. In order to continue with the positive progress made with the intensive language package, and to ensure that the 8 hour per week commitment is met, it is proposed that two ESOL tutors are recruited to the Refugee Resettlement Team. The tutors will work daily alongside the Refugee Resettlement Team in terms of deployment and activity however they will be based in community learning for professional supervision and integration with the strategic agenda. The posts would be full time and on the same fixed term contract, to 2020, as the Refugee Resettlement Team and will be Home Office funded through the UK Aid budget.
- 5.5. YFCL (ESOL) Officers working directly within the Refugee Resettlement Team whose specific remit is dedicated to working with households within this Programme will generate a range of benefits including:-
- ◆ providing a shared and increased understanding and knowledge of the range and complexity of issues which may arise;

- ◆ joint point of contact for refugees and other support agencies;
- ◆ support wider integration by enhancing abilities to speak read and write English.

5.7. Details of the proposed employee structure, to provide the support and assistance required is outlined in section 6.2.

6. Employee Implications

6.1. To provide the required ESOL provision it is proposed to increase the establishment by 2 FTE YFCL (ESOL) Officers, who will be co-located with the Refugee Resettlement Team, with a fixed term contract up to March 2020. The YFCL Officers will be managed by the Youth, Family and Community Learning Service to ensure the strategic link to the ESOL agenda.

6.2. Staffing establishment

Post	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	New	Grade/ SCP	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3%
Youth, Family and Community Learning Officer (ESOL)	0.89	2.89	2	Grade 3, Level 2 SCP 61-65	£15.98	£29,161	£37,997
					- £16.94	- £30,193	- £39,341

6.3. These posts have been graded using the Council's job evaluation scheme.

6.4. Due to the specific skills and qualification required for these posts, it is anticipated that external recruitment will be required.

7. Financial Implications

7.1. The costs associated with the new posts for the 15 months fixed term is £98,352.50. The costs will be fully funded through the SRRP through the UK Aid budget.

8. Other Implications

8.1. None

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. There is no requirement for consultation.

Tony McDaid
Executive Director (Education Resources)

Danny Lowe
Executive Director (Housing and Technical Resources)

28 November 2018

Link(s) to Council Objectives

- ♦ Working with and respecting others

Previous References

- ♦ Executive Committee Report – 16 May 2018
- ♦ Executive Committee Report – 7 September 2016
- ♦ Executive Committee Report – 11 May 2016
- ♦ Executive Committee Report – 4 November 2015
- ♦ Executive Committee Report – 23 September 2015

List of Background Papers

- ♦ None

Contact for Further Information

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

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Report

To:	Executive Committee
Date:	19 December 2018
Prepared by:	Executive Director (Finance and Corporate Resources)

Subject:	Local Governance Review
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1. Purpose of Report

1.1. The purpose of the paper is to:-

- ◆ provide the Executive Committee with the background to the Local Governance Review, the stages involved, the current status of the Review and to seek approval of a Council response to the 2nd stage of the consultation.

2. Summary of Recommendation(s)

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

- (1) that the update on the current status of the Local Governance Review be noted; and
- (2) that the response outlined in Section 6 of the Report be approved for submission to COSLA.

3. Background

- 3.1. In December 2017 the Scottish Government and COSLA jointly launched a Review of Local Governance. The purpose of the Review is to consider how powers, responsibilities and resources are shared across national and local spheres of government, and with communities. The Review is not simply about local government, as 'Local Governance' is much wider.
- 3.2. The Review has two strands. Strand 1 involves a programme of community engagement which invites people to join a conversation about community decision making, called Democracy Matters. The conversation was scheduled to take place over a period of six months, ending around November 2018. Strand 2 involves consultation with public sector bodies, such as local councils, to consider if increasing the powers they hold could improve outcomes for people. The deadline for Strand 2 written proposals and evidence is 14 December 2018. South Lanarkshire Council has received an extension to the timescale to allow the Council's response to be approved by Committee. In the event of legislative change being required, a Local Democracy Bill is provisionally scheduled for introduction later in this parliamentary term.
- 3.3. Key themes from both strands will be considered through the joint political arrangements in place between COSLA (a Special Joint Interest Group comprising Group Leaders and the Presidential Team) and the Government (Cabinet Sub-Committee). This will inform any Bill proposals.
- 3.4. The Scottish Government and COSLA jointly set out the five main themes of the Review to be as follows:-

- ◆ local and national government's shared commitment to subsidiarity and local democracy
- ◆ to strengthen local and community decision-making and democratic governance in ways that improve outcomes in local communities, grow Scotland's economy for everyone's benefit, support communities to focus on their priorities, and help new ideas to flourish
- ◆ an acceptance of increased variation in decision-making arrangements across the country: what is right for one place will not necessarily be right for another
- ◆ working creatively across traditional boundaries to deliver responsive services- how this can be strengthened and scaled up, whether there are new powers or other changes that are needed to make more progress and the benefits these would produce, and about opportunities to hardwire better local governance arrangements into the places we serve. How this landscape could be made to work better overall
- ◆ shared aspirations in light of the new National Performance Framework to tackle inequalities and drive inclusive growth

3.5. The Review draws on the findings of the Christie Commission on the future delivery of Public Services in Scotland which were published in 2011 and recognises the need for reform. It provides an opportunity to address issues identified by the Christie Commission. The Christie Commission identified several key principles as being core to public sector reform:-

- ◆ reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use
- ◆ public service providers must be required to work much more closely in partnership, to integrate service provision and thus improve the outcomes they achieve
- ◆ priority should be given to expenditure on public services which prevents negative outcomes from arising
- ◆ the whole system of public services - public, third and private sectors - must become more efficient by reducing duplication and sharing services wherever possible

3.6. The Review also takes account of the findings of the Commission on Strengthening Local Democracy which brought together local government, civic society and a range of experts to consider what it would take to put local democracy at the heart of Scotland's future. The final report of The Commission on Strengthening Local Democracy was published in August 2014 and found that:-

- ◆ 50 years of centralisation has not tackled the biggest problems that Scotland faces
- ◆ for a country with Scotland's relative wealth and strength, the level of inequality today is simply intolerable, and has huge social and financial costs
- ◆ there is a link between the absence of strong local democracy and the prevalence of inequalities
- ◆ it is communities that empower governments at all levels, not governments that empower people

3.7. The Commission on Strengthening Local Democracy identified seven principles for stronger democracy in Scotland. The Review of Local Governance potentially provides an opportunity to take forward these principles:-

- ◆ the principle of sovereignty: democratic power lies with people and communities who give some of that power to governments and local governments, not the other way round

- ◆ the principle of subsidiarity: decisions should be taken as close to communities as possible and local governance has to be the right shape and form for the people and the places it serves
- ◆ the principle of transparency: democratic decisions should be clear and understandable to communities, with clear lines of accountability back to communities
- ◆ the principle of participation: all communities must be able to participate in the decision making that affects their lives and their communities
- ◆ the principle of spheres not tiers of governance: different parts of the democratic system should have distinct jobs to do that are set out in 'competencies', rather than depend on powers being handed down from 'higher' levels of governance
- ◆ the principle of interdependency: every part of the democratic system has to support the others, and none can be, or should seek to be, self-contained and self-sufficient
- ◆ the principle of wellbeing: the purpose of all democracy is to improve opportunities and outcomes for the individuals and communities that empower it

4. Review Structure

Strand 1 of the Review of Local Governance

4.1. To support Strand 1 of the review about community engagement, the Scottish Government established a Democracy Matters Fund and community organisations including community councils were encouraged to apply for funding to run their own local events or workshops to consider community decision making. The Government published a set of questions which could be used to stimulate the discussions at these events and communities were invited to feed back by 30 November 2018. Members were provided with information on Strand 1 and a link to the consultation materials in the report to Committee on 15 August 2018.

4.2. Communities were asked to consider the following five questions at these events:-

Q1. Tell us about your experiences of getting involved in decision-making processes that affect your local community or community of interest.

Q2. Would you like your local community or community of interest to have more control over some decisions? If yes, what sorts of issues would those decisions cover?

Q3. When thinking about decision-making, 'local' could mean a large town, a village, or a neighbourhood. What does 'local' mean to you and your community?

Q4. Are there existing forms of local level decision-making which could play a part in exercising new local powers? Are there new forms of local decision-making that could work well? What kinds of changes might be needed for this to work in practice?

Q5. Do you have any other comments, ideas or questions? Is there more you want to know?

4.3. Initial results suggest that over 100 events took place across Scotland with around 1,500 people participating in them. A Community Organised event was held in Lanark in November. Elected Members were also invited to attend a Regional Community Event held in Glasgow on 29 November 2018.

5. Strand 2

- 5.1. Strand 2 of the Review involves the Scottish Government, local authorities, Community Planning Partnerships and other public-sector organisations proposing approaches to governance, powers, accountabilities or ways of working that could improve outcomes, reduce inequalities, and improve democracy locally. Strand 2 was formally initiated through joint correspondence to councils and all public services from the COSLA President, Cabinet Secretary for Communities, and Deputy First Minister on 26 June.
- 5.2. A strategic approach has been adopted to Strand 2 which focuses on two components; individual authorities developing specific submissions to the Review based on their local circumstances and priorities, and COSLA working to create a common view from the local government community around key themes emanating from individual authorities' local 'asks', and national aspects of reform such as fiscal empowerment, powers and other issues.
- 5.3. Professor James Mitchell, a former Christie Commission member, has been appointed by the Special Interest Group to work on behalf of COSLA to build its submission. While these will continue to evolve, his initial analysis of the response that councils made to COSLA in August, and by the Scottish Cabinet Sub Committee in September could be grouped six themes:-
- 5.4. His analysis of the responses from councils to COSLA were:-
- ◆ support for an asymmetric approach to governance – no 'one size fits all solution'
 - ◆ support for more collaboration and integration across public services
 - ◆ a significant appetite to broaden and scale up the empowerment and participation in local democracy – but not to the extent that we are at a tipping point
 - ◆ support to strengthen local democratic accountability and representation on a greater range of local public services that impact on communities
 - ◆ a diverse range of views on scale – exploring regional approaches, capturing economies of scale, allowing for flexibility at the local level
 - ◆ a necessary and high profile focus on fiscal empowerment. The initial responses focused on problems but latterly ideas are now being generated. The creation of ring fenced funding is seen as limiting autonomy and the potential to improve outcomes
 - ◆ the balance between representative and participatory democracy is seen as a work in progress
- 5.5. It was highlighted as significant that the Local Governance Review is taking place against a background for councils of increasing demand for services, a history of central constraints on local financial flexibility (e.g. ring-fencing, the Council Tax freeze etc.), and recurring reductions in grant. The clear message from Audit Scotland and others is that after 10 years of austerity it is no longer a realistic option for local government to target 'efficiency' savings or salami-slice and that transformative change is required. To the extent that the Local Governance Review seeks to address how resources are shared across national and local spheres of government, it has been stressed by councils that what matters is not just the total sum available for public expenditure but how it is allocated.
- 5.6. The current timetable for the Review is:-
- ◆ Council submissions are due to COSLA by 14 December, however COSLA has advised that extensions will be granted to allow sufficient opportunities to respond

- ♦ in January 2019, COSLA's formal submission will be considered by all Council Leaders
- ♦ the evidence submitted from both Strands of the Local Governance Review will be jointly reviewed by COSLA and the Scottish Government
- ♦ a formal Local Democracy Bill may then be introduced to the Scottish Parliament in autumn 2019

6. The Council Response

- 6.1. As the Council response was due to be submitted to COSLA by 14 December 2018, in advance of the Executive Committee meeting and Council meeting on 19 December, Council officers have applied for and received an extension to the timescale for submission of the response to allow due consideration and approval by Elected Members. COSLA Officers advised that similar requests have been received from and extensions granted to other Councils.
- 6.2. Since his initial analysis, Professor Mitchel's thinking has developed and he considers that the Local Governance Review should be taken forward around three broad themes - Community Empowerment, Functional Empowerment and Fiscal Empowerment - whilst recognising that these three themes are interconnected.

THEME A - COMMUNITY EMPOWERMENT

- 6.3. In relation to the concept of community empowerment, the Council believes that Elected Members have an important role in community empowerment as they act as a voice for local residents and communities in influencing and setting the direction not only for the Council but also external bodies such as their local NHS Health Board, the Integration Joint Board and in respect of the Local Policing Plan and Fire & Rescue Plan. Representative democracy at a council level allow councils to act quickly to developing situations, take a 'whole systems' view of a situation, determine the best course of action and then take action. The Council engages with communities – of place, of interest and of identity - to identify priorities, improve outcomes and reduce inequalities to jointly determine the changes necessary to deliver them.
- 6.4. The Council welcomes the growth of participatory democracy which it believes complements representative democracy to allow a whole community approach to decision making. Through its work with communities, the Council believes that for community empowerment in its widest sense to be effective there needs to be a recognition and focus on how best to develop leadership at all levels that is focused on how to improve on outcomes, reduce inequalities and if appropriate identify and adopt collaborative approaches to maximise innovative service delivery with reduced resources.
- 6.5. The Council is concerned that the current debate has tended to focus on communities of place and is looking forward to the results of the COSLA workshop organised to look at specific communities of interest – health, young people, etc. – to ensure that the Local Governance Review is more universal in its impact and its ability to improve outcomes and inequalities for individuals and communities of interest and identity. It is interested in how this work will translate into actions and possible legislative change.
- 6.6. In relation to a possible Local Democracy Bill, the Council believes this provides an opportunity to increase the flexibility within the system to respect the ethos of community empowerment/participation and in relation to this aspect of the Local Governance Review, it supports:-

- ◆ incorporation of the European Charter of Local Self- Government into law in Scotland
- ◆ electoral law (schedule 6 of the Local Government (Scotland) Act 1973) to be amended to prioritise local geographical considerations and community cohesion over electoral parity
- ◆ deletion of the provision in section 57(3) of the Local Government (Scotland) Act 1973 which restricts the number of non-councillor Members on a Committee (but not a sub-committee) to one third. This is an impediment to partnership working
- ◆ amendment of section 56 of the Local Government (Scotland) Act 1973 which currently only allows delegation of functions to committees, joint committees or officers. The aim should be to give power to allow Councils to delegate functions to other partners or communities where desirable
- ◆ similar powers to be provided to other Community Planning Partners to facilitate joint working. This should include powers to join up services of different public bodies
- ◆ amendment of the requirement in section 62A of the Local Government (Scotland) Act 1973 to obtain the consent of Scottish Ministers to the incorporation of Joint Committees into Joint Boards. While a useful tool, this has been rarely used due to the bureaucracy and timescales in obtaining Ministerial consent and as a matter of principle this should be a decision for Councils, not Ministers. At present councils have the power to form companies, but not Joint Boards

THEME B - FUNCTIONAL EMPOWERMENT

- 6.7. Professor Mitchell's definition of Functional empowerment relates to the ability to create structures and ways of working that are capable of delivering community aspirations around choices, service design and service delivery that improves outcomes and reduces inequality. The Council is clear in its belief that there must be a firm move away from any idea that 'one size fits all'.
- 6.8. The Council believes in subsidiarity which requires that decisions should be taken as close to local communities as possible and that as the Council is at the heart of the community is therefore ideally situated to take the lead .The functions and responsibilities of Scottish Government and its agencies should be devolved wherever possible to local government.
- 6.9. The Council recognises that in some fields, such as *economic activity*, there are benefits from working closely with partner councils and other bodies to develop both its own local economy and the wider economy of the area. This is why it is committed to the Glasgow City Region Economic Strategy which provides a framework for all agencies to work to a single strategic document and set of objectives and the Regional Economic Partnership. As such the role of local authorities in leading on this approach should be recognised and the implications this has for national agencies and current ways of working needs to reflect this.
- 6.10. *Transport strategy* at the regional level is another area where national agendas impact on local authorities and on communities. Again, there are a number of agencies/bodies that have a role in setting the strategic frameworks for transportation and in turn how these are delivered at a local level. Each respective agency/body has its own specific strategies and objectives which may not always reflect the issues and objectives that have been identified at a council or community level. Whilst there are mechanisms for consultation and discussions on these strategies/objectives there is an absence of a formal forum at which all the agencies/bodies attend to ensure that a more 'joined up' approach can be achieved. The Council believes a City Region Strategic Transport Plan

focused on improvements to the links between communities, jobs and learning opportunities would provide a framework within which the issues and objectives identified at a Council or community level could be considered.

- 6.11. The Council believes that the Local Governance Review provides an opportunity to look at how to deliver a step change in the integration of *health and social care* covering all three systems – primary, secondary and acute – aimed at realising the ambition that health and social care services are firmly integrated around the needs of individuals, their carers and the community in ways that ensure that providers of those services are held to account jointly and effectively for improved service delivery and that priority is given to the needs of the people they serve.
- 6.12. The Council believes that it is important to ensure that community participation and empowerment is a positive experience and that communities are aware of all the opportunities that exist for them to engage and influence public sector bodies in the design and delivery of public services. In this context, it is important that they are made aware of the wider context within which services operate - such as health and safety legislation, staff terms and conditions, procurement law, etc. – to ensure that the proposals they come forward with are realisable.
- 6.13. The Council is aware of the work being undertaken elsewhere in Scotland on developing single integrated authorities in the islands and whilst it sees the merits of them it does have reservations over structural changes been seen as the only way to improve local governance nor achieve better outcomes. Issues of leadership and culture will still present challenges and there are dangers that the costs and bureaucracy of change such as rationalising terms and conditions, job descriptions, etc. may distract attention and focus from delivering improved outcomes and reducing inequality.
- 6.14. The Council believes that significant improvements can be delivered through existing structures by strong leadership and active measures to promote culture change, reduce silo working incentivise behaviours and ultimately improve outcomes and reduce inequalities.
- 6.15. In terms of possible legislative changes that could be incorporated into a Local Democracy Bill to improve Functional Empowerment, the Council would support:-
- ◆ a Power of General Competence to replace the Power to Advance Wellbeing contained in Part 3 of the Local Government in Scotland Act 2003. This could be subject to the principle of Best Value, which the Council believes has worked well
 - ◆ a requirement that public sector audit and inspection activity are reframed to reflect the ethos of community empowerment and the diversity and challenges this brings to public service design and deliver. This can all take time and is unlikely to deliver immediate results and this can conflict with an expectation from auditors and inspectors that change happens at pace. If this change does not happen, then the danger is of a serious disconnect and a reduction in the ability of communities to exercise choice in service delivery and design
 - ◆ support for open data, the sharing of data between partners and with communities and better analysis of data to target allocation of resources and delivery of services to those most in need, and to identify duplication

THEME C - FISCAL EMPOWERMENT

- 6.16. In respect of Fiscal Empowerment and the Council, almost 85% of the council's income is decided and allocated by the Scottish Government through the Scottish Parliament. Council financial decisions are subject to substantial external direction and scrutiny. Grant funding can be "ring-fenced" for particular purposes prescribed by Scottish Government (e.g. pupil equity funding; attainment challenge funding), or subject to other conditions. Greater fiscal freedom is required in order for Councils, the public sector more widely and communities to determine how finances are best used to meet their identified and agreed priorities.
- 6.17. The Local Governance Review seeks to address how resources are shared across the national and local spheres of government but what matters is not just the total sum of money available for public expenditure but how it is allocated.
- 6.18. A key change that would enhance Fiscal empowerment would be a move to a three year budget settlement across the public sector and for all public sector bodies to be allowed to hold reserves. This would enhance the ability to deliver transformational change and remove a focus on dealing with the now rather than planning for the future.
- 6.19. The Council believes that it would be helpful if Scottish Government made a firm commitment to ensure that any new legislative duties imposed on local authorities is properly funded. Considerations on how to widen the local tax base is important but it believes that in many instances these powers will not deliver the scale of resources to support major and substantive changes that the Council and its communities will be seeking.
- 6.20. It needs to be recognised that in many instances communities can access resources that public sector bodies cannot. The Council operates an external funding function to support groups and projects to access funds from a wide range of resources and supports the necessary completion of forms, etc. It sees this as being an integral part of both its own financial strategy and how it can support local communities to deliver improved outcomes and reduce inequalities.
- 6.21. In terms of possible legislative changes that could be incorporated into a Local Democracy Bill to improve Fiscal Empowerment, the Council believes that there local tax raising powers should be part of a Power of General Competence.

7. Employee Implications

- 7.1. None.

8. Financial Implications

- 8.1. None.

9. Other Implications

- 9.1. There are no issues for risk or sustainability in terms of the information contained in this report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. There was no requirement to undertake an Equality Impact Assessment or consultation in respect of this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

7 December 2018

Link(s) to Council Values/Ambitions/Objectives

- ♦ Accountable, Effective, Efficient and Transparent

Previous References

- ♦ Executive Committee, 15 August 2018

List of Background Papers

- ♦ None

Contact for Further Information

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

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Report

14

Report to: **Executive Committee**
 Date of Meeting: **19 December 2018**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Review of the Council's Top Risks**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Executive Committee with an update on the Council's top risk register following the review and consultation process

2. Recommendation(s)

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

- (1) that the updated Council Top Risks are noted;
- (2) that the progress being made in delivering actions to mitigate top Council risks be noted; and
- (3) that the top risks be presented to the Risk and Audit Scrutiny Committee

3. Background

3.1. Annual reviews of the Council's top risks are undertaken. This year's review commenced in May 2018. The consultation entailed views being sought from Heads of Service, Elected Members and Trade Unions on new areas of risk. Risk control cards were updated where required.

3.2. The results of the work undertaken has now been considered and used to help inform proposals for a refined set of top risks. The feedback was used to review risk descriptions as required.

3.3. The content of this report provides the Executive Committee with findings of the review in respect of these risks.

4. Results of the review of the Council's top risks

4.1. To assist the review process, the following broad criteria were recommended as a guide to concluding what constitutes a top risk:-

- ◆ It threatens delivery of corporate objectives
- ◆ It impacts on other services or partnerships
- ◆ There are financial impacts or it impacts on other key priority strategies
- ◆ There are impacts of a social or demographic context

4.2. On the whole, the risks from last year's review, as detailed in the report to the Executive Committee on 8 November 2017, were still deemed to be valid.

- 4.3. The main changes to the top risks are summarised below:
- ◆ New top risks included in the top twenty in respect of:-
 - Failure to adequately prepare for national expansion in early years education and childcare provision
 - The Council is significantly affected by the impact of the UK leaving the European Union
 - ◆ 'Financial strategy not informed by service planning' and 'Failure to deliver the Council's "Homes +" Council House new build programme' have dropped out of the Council's top twenty risks
 - ◆ Updated risk descriptions
- 4.4. The Council's top risk register is monitored on an ongoing basis. Risk scores may be amended if new information comes to light that allows the position to be reassessed.
- 4.5. As a result of the above changes, and taking account of revisions to risk scores, the top risk register for 2018 is attached at Appendix One.
- 4.6. Within Appendix One, category one and two relate to high level risks. Category three and four are medium level risks.
- 4.7. To maintain focus on the higher scored risks, those risks with a low residual risk score have been excluded. These risks will continue to be monitored to ensure that they are adequately managed.

5. New Top Risks

5.1. Failure to adequately prepare for national expansion in early years education and childcare provision

- 5.1.1. The Scottish Government is committed to increasing the Early Learning and Childcare (ELC) entitlement to 1140 hours for all 3 and 4 year olds in addition to eligible 2 year olds by the end of 2020.
- 5.1.2. The Council is likely to face challenges in acquiring the necessary physical assets and staffing levels. A failure to meet these levels could affect both quality and availability of services for service users in South Lanarkshire.
- 5.1.3. This has been added as a category one risk in the Council's top risk register.
- 5.1.4. Measures to mitigate this risk include well established workforce planning; large scale recruitment campaigns underway for Early Years workers; a formal review of available premises and other physical assets; training in place for new and transferring employees; and ongoing discussion with partner providers to increase private and third sector partnership.

5.2. The Council is significantly affected by the impact of the UK leaving the European Union

- 5.2.1. In recognition that Brexit is considered a strategic risk to the Council, detailed work has recently been completed to look at the potential implications for the Council, these include issues associated with:
- Funding and finance
 - Workforce and employment
 - Procurement and trade
 - Legislation
 - Support to businesses located within the South Lanarkshire area

5.2.2. This has been added as a category two risk in the Council's top risk register.

5.2.3. The Council will continue to closely monitor Brexit negotiations with contingency arrangements being implemented where required.

6. Top Risk Comments/Developments

6.1. As part of the consultation, a number of new risk areas have been highlighted which are covered by existing strategic risk descriptions. A summary of these and commentary on developments with current top risks are detailed below. Where a new risk area has been noted, the corresponding top risk is shown in brackets.

6.2. Compliance with the new General Data Protection Regulations (Information Governance not subject to adequate control)

6.2.1. The new General Data Protection Regulations (GDPR) came into effect on 25 May 2018 and a significant amount of work has been undertaken throughout the Council in preparation for the new regulations. A GDPR action plan is being progressed, with controls in place including an appointed Data Protection Officer; approved Information Security Policy; completed information audit; and development of training being undertaken.

6.2.2. The key control around this risk is the ongoing development and implementation of the new corporate File Plan system, which will provide a greater level of control over the management of all data held by the Council.

6.2.3. Further work is ongoing to mitigate the GDPR risk and progress with the action plan is being monitored.

6.3. Homelessness and Rough Sleeping Action Group (HARSAG) (New and amended legislation)

6.3.1. This group was set up by the Scottish Government in October 2017 to produce short and long term solutions to eliminate homelessness and the need for people to sleep rough. The group has produced a number of proposals to the Scottish Government aimed at ending rough sleeping in Scotland, sustaining that position and ensuring effective prevention and housing led approaches. The recommendations have all been accepted in principle by the Scottish Government, some of which point to changes in legislation. A sub group of the Homelessness Prevention Strategy Group will take forward the early priorities.

6.3.2. Measures include the requirement for local authorities to develop rapid re-housing transformation plans by December 2018, for implementation from April 2019 and will include moving to a 'Housing First' model for those with most complex needs, where people move straight into a permanent settled home rather than temporary accommodation.

6.3.3. These issues will have a significant impact on the delivery of housing services with the risk being failure to deliver the agreed service requirements.

6.4. Housing (Scotland) Act 2014 (New and amended legislation)

6.4.1. Final guidance has now been received from the Scottish Government on implementation plans which were laid before Parliament in June 2018. The changes come into force on 1 November 2019, by which time landlords will require to make changes to policies and to notify tenants of changes to Secure Tenancy Agreements such as those issued by the Council. This will include:

- changes to the allocation policy

- provision for granting Short Scottish Secure Tenancies
- changes to the rights of existing tenants in respect of joint tenancies, rights to assignment, succession to Scottish Secure Tenancies
- a number of areas relating to Scottish Secure Tenancy concerning anti-social behaviour; recovery of possession; abandoning or neglecting a property; rent arrears; making false statements; and refusing housing offers

6.4.2. These issues will also impact on the delivery of housing services, with the risk being failure to implement the requirements of the Act.

6.4.3. Arrangements are being made within Housing and Technical Resources to implement the necessary changes required by HARSAG and the Housing (Scotland) Act 2014.

6.5. **Community Empowerment (Scotland) Act 2015** ***(New and amended legislation)***

6.5.1. The Act aims to help empower communities through enabling them to take ownership or control of land and buildings, and through strengthening their voices in decisions about public services.

6.5.2. It also places a statutory duty on the Council and its community planning partners to come together with local communities to jointly develop locality or neighbourhood plans to improve outcomes in our most challenged communities and reduce inequalities.

6.5.3. The Act will require the Council to strengthen existing consultation and participation arrangements with communities and community bodies on local issues and local services, with specific implications around the sale of land and transfer of assets to community bodies.

6.5.4. To help the Council meet the requirements of the Act, a new approach to community participation is being developed. As part of this approach a new Community Participation and Empowerment team is being established to support and work with local communities to develop Community Led Plans.

6.6. **Impact of Waste Management Market Changes** ***(New and amended legislation)***

6.6.1. This risk relates to economic factors which are affecting the price of material processing, disposal and recycling contracts. This could result in markets collapsing. The risk largely stems from changes to legislation, such as the ban on disposal of biodegradable municipal waste, which comes into effect on 1 January 2021. Economic policy changes in China is another factor that impacts upon the risk.

6.6.2. Given that this risk is fundamentally outwith the Council's control, the Council is unable to directly influence the risk itself. However the Council does have measures in place to monitor market changes through waste industry network groups and via meetings with contractors. Contract conditions also have a provision for potential alternative suppliers should a market collapse occur. The Council also have a Waste Awareness team which aims to improve levels of domestic recycling.

6.7. IT Development and functionality does not meet service requirements

- 6.7.1. Restrictions with some legacy systems within the Council's estate, including potential issues connected with GDPR compliance, will increase the demand for IT services.
- 6.7.2. The development of legacy systems in an age of digital transformation will require increased awareness and training across the Council.
- 6.7.3. To mitigate this risk, a Digital Transformation Workshop has been held; there is a focus on progressing priority corporate IT projects via the ICT Programme Board; IT graduate recruitment is underway; and IT staff training programmes are being developed.
- 6.7.4. A new core Housing and Technical Resources IT system is in the process of being implemented and the core Social Work IT system and the Finance and Human Resources management systems will be subject to strategic reviews this financial year.

6.8. Integration Joint Board (IJB)

- 6.8.1. Post implementation of the South Lanarkshire Health and Social Care Partnership, the IJB risk description has been changed from 'The Council is not sufficiently prepared to deliver the IJB strategic directions set out in the Strategic Commissioning Plan 2016-19' to 'The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the Strategic Commissioning Plan'.
- 6.8.2. Data access and data sharing remains a challenge in this area. The IJB has recently approved the necessary and proportionate direct access to IT systems of both the Council and NHS. Further work is ongoing within both organisations to progress data sharing arrangements.

7. Scope and appetite for risk

- 7.1. South Lanarkshire Council aims to be risk embracing, that it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.
- 7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a high residual risk exposure as this would indicate instability but a low residual risk exposure should also be avoided as this indicates lack of innovation.
- 7.3. South Lanarkshire Council's ideal risk exposure should be consistent with an acceptable tolerance of:-
 - ◆ No more than 20 per cent of residual risks at a high level
 - ◆ Around 40 per cent to 50 per cent of residual risks at a medium level
 - ◆ Around 30 per cent to 40 per cent of residual risks at a low level
- 7.4. A comparison of the risk exposure for the Council's top risks between 2016/2017 and 2017/2018 is detailed in Table One below. This includes low level risks outwith the top twenty risks noted in Appendix One.

Table Two – Comparison of risk exposure for the Council's top risks

Residual risk score	2016/2017		2017/2018	
	Number of risks	Percentage of risks	Number of risks	Percentage of risks
High (7, 8 or 9)	9	36%	10	37%
Medium (4, 5, or 6)	11	44%	12	44%
Low (1, 2, or 3)	5	20%	5	19%
	25	100%	27	100%

- 7.5. Despite the fact that the risk exposure is outwith the ideal risk exposure defined by the Risk Management Strategy, it has remained the same as the previous year. This risk exposure is to be expected as these are the highest level risks currently being faced by the Council.

8. Progress made in delivering actions to control the Council's top risks

- 8.1. On a quarterly basis, performance in completing actions on the Council's top risk control plan is reported through IMPROVe. As at 31 March 2018, the percentage of actions completed was 100 per cent against an overall target of 80 per cent.
- 8.2. Table Two below shows the overall status as at 31 March 2018 for all actions relating to the Council's top risk register.

Table Two – Completion of top risk control actions

Action Status	Number of actions	Percentage of actions
Complete	10	100%
Outstanding as past due date	0	0%
Total	10	100%

- 8.3. Thirteen actions in the 2017/2018 risk control plan have target dates in the future, therefore they are not included in the table above. These actions will form the basis of the 2018/2019 top risk control plan.
- 8.4. New actions identified during this year's review will also be included within the 2018/2019 top risk control plan.

9. Employee Implications

- 9.1. There are no direct employee implications relative to this report. There are a number of proposed risks which are classified under the heading of employee. Where this is the case the appropriate controls and actions have been included in the risk control cards and progress will be monitored.

10. Financial Implications

- 10.1. There are no direct financial implications associated with the Council's top risks. There are a number of proposed risks which are classified under the heading of 'financial'. Where this is the case, the appropriate controls and actions have been included in the risk control cards and progress will be monitored.

11. Other Implications

- 11.1. Failure to demonstrate that risk is actively considered and managed cannot only lead to avoidable financial loss but could also adversely affect delivery of services and could affect the Council's reputation. The work carried out to identify and review the Council's Top Risks and to determine the risks controls and actions necessary enables the Council to manage the impact.
- 11.2. Sustainable development issues are included within the Council's top risk register through being linked directly to the Council plan objective 'make communities safer, stronger and sustainable'.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 12.2. Consultation has taken place with Heads of Service, Risk Lead Officers, Elected Members, Trade Unions and Resource Risk Sponsors.

Paul Manning

Executive Director (Finance and Corporate Resources)

16 November 2018

Link(s) to Council Values/Ambitions/ Objectives

- ◆ Accountable, effective, efficient and transparent

Previous References

- ◆ Executive Committee, 8 November 2017

List of Background Papers

- ◆ None

Contact for Further Information

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

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Appendix One - Council Top Risk Register 2018

Risk Category	Key risk	Inherent risk score	Residual risk score	Controls (Good, adequate, poor)
One	Reduction in Council funding, resulting in difficulties maintaining front line services	9	8	Adequate
	Failure to adequately prepare for national expansion in early years education and childcare provision	9	8	Adequate
Two	Potential liability arising from claims of historic abuse	7	7	Adequate
	The Council is significantly affected by the impact of the UK leaving the European Union	9	7	Adequate
	Failure to maintain the required pupil/teacher ratio	9	7	Adequate
	Information governance not subject to adequate control	9	7	Adequate
	Fraud, theft, organised crime and cyber attacks	9	7	Adequate
	Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness	9	7	Good
	Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan	9	7	Adequate
	The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the Integrated Joint Board Strategic Commissioning Plan	9	7	Adequate
	Adverse weather	9	7	Good
Three	Implementation of Self Directed Support	8	5	Good
	Procurement practice and management of contracts	8	5	Good
	Failure to meet the Council's sustainable development and climate change objectives	9	5	Good
	IT Development and functionality does not meet service requirements	7	5	Adequate
	Lack of capacity and skills to meet increased service demands	8	5	Good
	Failure to fulfil emergency response commitments befitting the Council's status as a Category One (emergency) responder	9	5	Adequate
	Failure to deliver City Deal projects and realise anticipated economic benefits	9	5	Good
Four	Death or injury to employees, service users or members of the public affected by Council Operations	9	4	Good
	New and amended legislation	9	4	Adequate

Report

15

Report to: **Executive Committee**
Date of Meeting: **19 December 2018**
Report by: **Chief Executive/Returning Officer**

Subject: **Review of Polling Districts and Polling Places 2018**

1. Purpose of Report

1.1 The purpose of the report is to:-

- ♦ advise of the outcome of the review of polling districts and polling places.

2. Recommendation(s)

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

- (1) that, following the review of polling districts and polling places, the report be noted.

3. Background

3.1 The Electoral Administration Act 2006 introduced a duty on all local authorities to review their Polling Districts and Polling Places at least once every four years. South Lanarkshire Council's first review was completed in 2007 and the second in 2010. The Electoral Registration and Administration Act 2013 introduced a new provision altering the timing of compulsory reviews to the period of 16 months beginning with 1 October 2013 and every fifth year after that ie commencing 1 October 2018.

3.2 The aim of the Review is to ensure that every elector in South Lanarkshire has such reasonable facilities for voting as are practicable in the circumstances and so far as is reasonable and practicable, the polling places are accessible for all electors including those who are disabled.

3.3 The South Lanarkshire Council Review Consultation process ran in 2 stages:-

Stage 1	Invites your comments on the current Polling Districts and Polling Places	Thursday 11 October 2018 – Thursday 8 November 2018
Stage 2	Invites your comments on draft proposals and the Returning Officer's representations	Thursday 15 November 2018 – Thursday 22 November 2018

- 3.4 As part of the review, elected members, MSPs, MPs, MEPs, political parties, neighbouring local authorities, community councils, electoral partners and various disability and minority groups were consulted.
- 3.5 In addition, public notices were placed in all libraries, Q&As and the Council's website. A press advert was also placed in the local newspapers in the South Lanarkshire area inviting comments on the Review of Polling Districts and Polling Places.
- 3.6 As a result of feedback from the above consultation site visits were carried out on respective polling places. The criteria for choosing Polling Places is that it must be conveniently located for electors within the Polling District, be in good condition, have suitable parking, be accessible (including disabled access) and have facilities for the allocated number of electors and many are long established Polling Places. It should also be noted that it is normal practice to keep polling arrangements under regular review, meet regularly with Polling Place Partners and indeed investigate and respond wherever a suggested alteration is brought to the attention of the Chief Executive/Returning Officer.

4. Current Position

- 4.1 Following feedback, a number of changes have been made in this report where it is believed that polling arrangements would be improved for the benefit of electors, stakeholders including those undertaking polling duties on behalf of the Returning Officer.
- 4.2 It should also be noted that, despite efforts to consult on polling arrangements at each election, on occasions the agreement of Polling Districts and Polling Places is based on the lack of representations to the contrary.
- 4.3 In specific terms, having considered the various representations received, the details of the Polling Districts and Polling Places designated/proposed for future elections are as follows:-

Ward 1 - Clydesdale West

The following Polling Districts and Polling Places in Ward 1 meet the stated criteria and therefore no change is proposed:-

Polling District Reference: SL001	Polling Place: Kirkton Primary School
Polling District Reference: SL002	Polling Place: Crossford Hall
Polling District Reference: SL004	Polling Place: Crawforddyke Primary School
Polling District Reference: SL005	Polling Place: Braidwood Primary School
Polling District Reference: SL006	Polling Place: Tom Craig Centre

The following change is proposed:-

Polling District Reference: SL003	Polling Place: South Lanarkshire Lifestyles, Carluke
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Some voters in polling district SL003 were surveyed to advise on whether they consider the South Lanarkshire Lifestyles is indeed the most convenient Polling Place for them. From the responses received this has been confirmed as the most convenient Polling Place and therefore the status quo remains.

Ward 2 - Clydesdale North

The following Polling Districts and Polling Places in Ward 2 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL007	Polling Place:	Lanark Primary School
Polling District Reference:	SL008	Polling Place:	St Nicholas Parish Church Hall
Polling District Reference:	SL010	Polling Place:	New Lanark Primary School
Polling District Reference:	SL011	Polling Place:	Robert Owen Memorial Primary School
Polling District Reference:	SL012	Polling Place:	Kirkfieldbank Hall
Polling District Reference:	SL013	Polling Place:	Kirkfieldbank Hall
Polling District Reference:	SL014	Polling Place:	Tarbrax Village Hall
Polling District Reference:	SL015	Polling Place:	Auchengray Primary School
Polling District Reference:	SL016	Polling Place:	Nemphlar Hall
Polling District Reference:	SL018	Polling Place:	Braehead Hall

The following changes are proposed:-

Polling District Reference:	SL009	Polling Place:	St Mary's Club Rooms
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The Council Chamber is no longer available for use at future electoral events. The most suitable alternative for these electors is St Mary's Club Rooms which has been used successfully in the past, provides adequate parking and the accommodation is suitable as a Polling Place.

Polling District Reference:	SL017	Polling Place:	Forth Primary School
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At all scheduled electoral events, schools are closed for In Service Days, since this is the case, it is proposed to use Forth Primary School instead of Forth Sports and Community Centre as a Polling Place at future electoral events since it provides good parking and arrangements within the building for voters.

Ward 3 - Clydesdale East

The following Polling Districts and Polling Places in Ward 3 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL019	Polling Place:	Biggar Municipal Hall
Polling District Reference:	SL020	Polling Place:	Portacabin opposite Newbigging Hall
Polling District Reference:	SL021	Polling Place:	Crawford Hall
Polling District Reference:	SL022	Polling Place:	Leadhills Hall
Polling District Reference:	SL023	Polling Place:	Abington Hall
Polling District Reference:	SL024	Polling Place:	Roberton Public Hall
Polling District Reference:	SL025	Polling Place:	Coulter Hall
Polling District Reference:	SL026	Polling Place:	Carnwath Primary School
Polling District Reference:	SL027	Polling Place:	Elsrickle Hall
Polling District Reference:	SL028	Polling Place:	Dolphinton Hall
Polling District Reference:	SL029	Polling Place:	Symington Hall
Polling District Reference:	SL030	Polling Place:	Thankerton Hall
Polling District Reference:	SL031	Polling Place:	Pettinain Hall
Polling District Reference:	SL032	Polling Place:	Carmichael Hall
Polling District Reference:	SL033	Polling Place:	Quothquan Hall
Polling District Reference:	SL035	Polling Place:	Carstairs Junction Hall

The following change is proposed:-

Polling District Reference: SL034 Polling Place: Carstairs Community Centre
Polling District Reference: SL036 Polling Place: Carstairs Community Centre

It is proposed to merge Polling Districts SL034 and SL036 since the UK, Scottish Parliamentary boundaries are now coterminous with the Ward boundaries. The voting arrangements for these electors will not change ie they will continue to vote at Carstairs Community Centre, however, in administrative terms this is a more practical and efficient arrangement.

Ward 4 - Clydesdale South

All Polling Districts and Polling Places in Ward 4 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference: SL037 Polling Place: The Fountain
Polling District Reference: SL038 Polling Place: Woodpark Primary School
Polling District Reference: SL039 Polling Place: Blackwood Primary School
Polling District Reference: SL040 Polling Place: Blackwood Primary School
Polling District Reference: SL041 Polling Place: Auchenheath Hall
Polling District Reference: SL042 Polling Place: Browsersbrae Hall
Polling District Reference: SL043 Polling Place: Rigside Community Hall
Polling District Reference: SL044 Polling Place: St Bride's Centre
Polling District Reference: SL045 Polling Place: Glespin Community Hall
Polling District Reference: SL046 Polling Place: Coalburn Leisure Complex

Ward 5 - Avondale and Stonehouse

The following Polling Districts and Polling Places in Ward 5 meet the stated criteria and therefore no change is proposed:-

Polling District Reference: SL047 Polling Place: Stonehouse Primary School
Polling District Reference: SL048 Polling Place: Stonehouse Primary School
Polling District Reference: SL049 Polling Place: Gilmourton Primary School
Polling District Reference: SL050 Polling Place: Kirklandpark Primary School
Polling District Reference: SL052 Polling Place: Chapelton Primary School
Polling District Reference: SL053 Polling Place: Auldhouse Primary School
Polling District Reference: SL054 Polling Place: Wester Overton Primary School
Polling District Reference: SL055 Polling Place: Avendale Old Parish Church Hall

The following changes are proposed:-

Polling District Reference: SL051 Polling Place: Glassford Primary School

As previously discussed, for all scheduled electoral events, schools are closed for In Service Days, since this is the case, it is proposed to use Glassford Primary School instead of Glassford Hall as a Polling Place at future electoral events due to improve parking and facilities.

Polling District Reference: SL056 Polling Place: Sandford Primary School

Similarly, it is proposed to use Sandford Primary School instead of Sandford Village Hall as a Polling Place at future electoral events due to improved parking and facilities.

Ward 6 - East Kilbride South

The following Polling Districts and Polling Places in Ward 6 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL058	Polling Place:	Ballerup Recreation Area Pavilion
Polling District Reference:	SL059	Polling Place:	Greenhills Primary School
Polling District Reference:	SL060	Polling Place:	Castlefield Primary School
Polling District Reference:	SL061	Polling Place:	St Vincent's Primary School
Polling District Reference:	SL063	Polling Place:	Greenhills Hall
Polling District Reference:	SL169	Polling Place:	Alistair McCoist Complex
Polling District Reference:	SL172	Polling Place:	Crosshouse Primary School

The following change is proposed:-

Polling District Reference:	SL062	Polling Place:	Crosshouse Primary School
Polling District Reference:	SL173	Polling Place:	Crosshouse Primary School

It is proposed to merge Polling Districts SL062 and SL173 since the UK, Scottish Parliamentary boundaries are now coterminous with the Ward boundaries. The voting arrangements for these electors will not change ie they will continue to vote at Crosshouse Primary School, however, in administrative terms this is a more practical and efficient arrangement.

Ward 7 - East Kilbride Central South

All Polling Districts and Polling Places in Ward 7 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL065	Polling Place:	East Milton Primary School
Polling District Reference:	SL066	Polling Place:	Heatheryknowe Primary School
Polling District Reference:	SL068	Polling Place:	South Park Primary School

The following changes are proposed:-

Polling District Reference:	SL064	Polling Place:	Canberra Primary School
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Again, as previously discussed, for all scheduled electoral events, schools are closed for In Service Days, since this is the case, it is proposed to use Canberra Primary School instead of Westwood Parish Church Hall as a Polling Place at future electoral events due to improve parking and facilities.

Polling District Reference:	SL067	Polling Place:	Murray Primary School
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It is proposed to use Murray Primary School instead of South Parish Church Hall as a Polling Place at future electoral events due to improve parking and facilities.

Ward 8 - East Kilbride Central North

The following Polling Districts and Polling Places in Ward 8 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL069	Polling Place:	Maxwellton Primary School/Greenburn School
Polling District Reference:	SL071	Polling Place:	Blacklaw Primary School
Polling District Reference:	SL072	Polling Place:	Kirktonholme Primary School
Polling District Reference:	SL073	Polling Place:	Kirktonholme Hall
Polling District Reference:	SL074	Polling Place:	Halfmerke Primary/West Mains School

Polling District Reference:	SL075	Polling Place:	East Kilbride Old Parish Church Hall
Polling District Reference:	SL076	Polling Place:	East Mains United Reformed Church Hall
Polling District Reference:	SL077	Polling Place:	Mount Cameron Primary School

Please also Note: Proposals for Ward 10 would result in only Ward 8 voting at Maxwellton Primary School/Greenburn School and Mount Cameron Primary School which would also relieve some of the parking congestion at both venues.

Ward 9 - East Kilbride West

The following Polling Districts and Polling Places in Ward 9 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL078	Polling Place:	Stewartfield Community Centre
Polling District Reference:	SL079	Polling Place:	Mossneuk Primary School
Polling District Reference:	SL080	Polling Place:	Crosshouse Primary School
Polling District Reference:	SL081	Polling Place:	Thorntonhall Lawn Tennis Club
Polling District Reference:	SL082	Polling Place:	St Kenneth's Primary School
Polling District Reference:	SL170	Polling Place:	Mossneuk Parish Church

It should, however, be noted that Thorntonhall Lawn Tennis Club are currently awaiting planning permission to build a new Clubhouse which should be completed by Spring 2019. Since the next scheduled electoral event is not until May 2021 the status quo will remain for this Review.

Ward 10 - East Kilbride East

The following Polling Districts and Polling Places in Ward 10 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL083	Polling Place:	Long Calderwood Primary School
Polling District Reference:	SL085	Polling Place:	St Leonard's Primary School
Polling District Reference:	SL086	Polling Place:	Calderwood Hall
Polling District Reference:	SL088	Polling Place:	Claremont Parish Church Hall
Polling District Reference:	SL089	Polling Place:	Whitlawburn Community Resource Centre

The following change is proposed:-

Polling District Reference:	SL070	Polling Place:	Hunter Primary School
Polling District Reference:	SL084	Polling Place:	Hunter Primary School

It is proposed to use Hunter Primary School for voters in Polling District SL070 who previously voted at Maxwellton Primary School/Greenburn School. Voting at Hunter Primary School would negate the need for voters to cross a busy main road and reduce traffic/parking and avoid confusion of 2 wards voting in same building. This would also mean Polling District SL084 would be merged into SL070.

Polling District Reference:	SL087	Polling Place:	St Hilary's Primary School
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It is proposed to use St Hilary's Primary School instead of Mount Cameron Primary School as a Polling Place at future electoral events which is more convenient to voters and avoids confusion of 2 wards voting in same building.

Ward 11 - Rutherglen South

The following Polling Districts and Polling Places in Ward 11 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL092	Polling Place:	Spittal Primary School
Polling District Reference:	SL093	Polling Place:	St Mark's Primary School
Polling District Reference:	SL094	Polling Place:	Fernhill Community Centre
Polling District Reference:	SL095	Polling Place:	Springhall Community Centre
Polling District Reference:	SL096	Polling Place:	Cathkin Primary School, Community Wing
Polling District Reference:	SL106	Polling Place:	Burnside Church Hall

The following change is proposed:-

Polling District Reference:	SL090	Polling Place:	Calderwood Primary School
Polling District Reference:	SL091	Polling Place:	Calderwood Primary School

It is proposed to merge Polling Districts SL090 and SL091 since the UK, Scottish Parliamentary boundaries are coterminous with the Ward boundaries. The voting arrangements for these electors will not change ie they will continue to vote at Calderwood Primary School, however, in administrative terms this is a more practical and efficient arrangement.

Please Note: Springhall Community Centre will be closed for refurbishment in Spring 2019, however, since the next scheduled electoral event is not until May 2021 the status quo will remain for this Review. Should there be an unscheduled electoral event Loch Primary School or St Anthony's Primary School will be considered as an alternative.

Ward 12 - Rutherglen Central and North

The following Polling Districts and Polling Places in Ward 12 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL097	Polling Place:	Rutherglen West and Wardlawhill Parish Church Hall
Polling District Reference:	SL098	Polling Place:	Bankhead Primary School
Polling District Reference:	SL099	Polling Place:	Universal Connections
Polling District Reference:	SL100	Polling Place:	Rutherglen West and Wardlawhill East Parish Church Hall
Polling District Reference:	SL102	Polling Place:	Burgh Primary School

The following change is proposed:-

Polling District Reference:	SL101	Polling Place:	Rutherglen United Reformed Church Hall
Polling District Reference:	SL174	Polling Place:	Rutherglen United Reformed Church Hall

It is proposed to merge Polling District SL174 into SL101 since the UK, Scottish Parliamentary boundaries are coterminous with the Ward boundaries. The voting arrangements for these electors will not change ie they will continue to vote at Rutherglen United Reformed Church Hall, however, in administrative terms this is a more practical and efficient arrangement.

Ward 13 - Cambuslang West

The following Polling Districts and Polling Places in Ward 13 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL104	Polling Place:	Eastfield Community Centre
Polling District Reference:	SL109	Polling Place:	St Bride's Primary School

The following change is proposed:-

Polling District Reference:	SL103	Polling Place:	West Coats Primary School
Polling District Reference:	SL107	Polling Place:	Whitlawburn Community Resource Centre

366 voters in Polling District SL107 (ie the Borgie Glen area) were surveyed to ask their views on moving them into Polling District SL103 which would result in these voters voting in West Coats Primary School for future electoral events instead of Whitlawburn Community Resource Centre.

There were 89 responses received 71 in favour of the above change and 18 in favour of the status quo. Voters were advised at the point of being surveyed the majority in favour of a particular outcome would result in the proposal being made for Stage 2 of this Review ie voters in Burncleuch Avenue, Greenlees Park, Greenlees Road, Holmhill Avenue, Kirkburn Avenue, Mansefield Avenue and Whitefied Avenue will now be merged into SL103 and vote at West Coats Primary School.

Polling District Reference:	SL105	Polling Place:	James Aiton Primary School
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As previously discussed, for all scheduled electoral events, schools are closed for In Service Days, since this is the case, it is proposed to use James Aiton Primary School instead of Cambuslang Parish Church Hall as a Polling Place at future electoral events due to improve parking and facilities.

Ward 14 - Cambuslang East

The following Polling Districts and Polling Places in Ward 14 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL108	Polling Place:	North Halfway Community Hall
Polling District Reference:	SL110	Polling Place:	Westburn Hall
Polling District Reference:	SL112	Polling Place:	Caledonian Centre
Polling District Reference:	SL113	Polling Place:	Flemington Hallside Church Hall
Polling District Reference:	SL114	Polling Place:	Currently no electors in this polling district
Polling District Reference:	SL115	Polling Place:	Cairns Primary School
Polling District Reference:	SL171	Polling Place:	St Charles' Primary School

The following change is proposed:-

Polling District Reference:	SL111	Polling Place:	Hallside Primary School
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It is proposed that voters in SL111 vote at Hallside Primary School as their Polling Place which had previously been closed for modernisation and Park View Primary School as an interim Polling Place during the modernisation of Hallside Primary School which is more convenient to voters in this Polling District.

Ward 15 - Blantyre

All Polling Districts and Polling Places in Ward 15 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL116	Polling Place:	St Blane's Primary School
Polling District Reference:	SL117	Polling Place:	TACT Community Hall
Polling District Reference:	SL120	Polling Place:	St Joseph's Primary School (Nursery)
Polling District Reference:	SL121	Polling Place:	Auchinraith Primary School
Polling District Reference:	SL122	Polling Place:	Springwells Neighbourhood Hall
Polling District Reference:	SL123	Polling Place:	High Blantyre Primary School
Polling District Reference:	SL124	Polling Place:	High Blantyre Public Hall

The following change is proposed:-

Polling District Reference:	SL118	Polling Place:	TACT Community Hall
Polling District Reference:	SL119	Polling Place:	St Joseph's Primary School (Nursery)

Voters in SL118 were surveyed to ask whether TACT Community Hall or St Joseph's Primary School was more convenient to them. Voters were advised at the point of being surveyed the majority in favour of a particular outcome would result in the proposal being made for Stage 2 of this Review. However, there were 53 responses, the responses were split as follows:-

- 26 Households in favour of voting at TACT Community Hall ie majority of responses from Holmswood Avenue, Farm Road(part), Crawford Crescent, Moffat Place and Myrtle Street
- 27 Households in favour of voting at St Joseph's Primary School ie majority of responses from Cowan Wilson Avenue Belvoir Place and Manus Duddy Court. These streets will move out of Polling District SL118 into Polling District SL119 and vote at St Joseph's Primary School (Nursery) at future electoral events.

The new polling arrangements will reflect the above.

Ward 16 - Bothwell and Uddingston

All Polling Districts and Polling Places in Ward 16 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL125	Polling Place:	Bothwell Primary School
Polling District Reference:	SL126	Polling Place:	Bothwell Community Hall
Polling District Reference:	SL127	Polling Place:	St Bride's Primary School
Polling District Reference:	SL128	Polling Place:	Uddingston Community Centre
Polling District Reference:	SL129	Polling Place:	David Milne Centre
Polling District Reference:	SL130	Polling Place:	Uddingston Old Parish Church Hall

Ward 17 - Hamilton North and East

The following Polling Districts and Polling Places in Ward 17 below meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL131	Polling Place:	St John's Primary School
Polling District Reference:	SL132	Polling Place:	St Mary's Primary School, Hamilton
Polling District Reference:	SL133	Polling Place:	St Mary's Primary School, Hamilton
Polling District Reference:	SL134	Polling Place:	Whitehill Neighbourhood Centre
Polling District Reference:	SL135	Polling Place:	Glenlee Primary School

Polling District Reference:	SL136	Polling Place:	Hamilton West Parish Church Hall
Polling District Reference:	SL137	Polling Place:	Hamilton West Parish Church Hall
Polling District Reference:	SL140	Polling Place:	Ferniegair Community Hall
Polling District Reference:	SL175	Polling Place:	Springwells Neighbourhood Hall

The following change is proposed:-

Polling District Reference:	SL139	Polling Place:	St John's Church Centre
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It is proposed that voters in SL139 vote at St John's Church Centre as their previous Polling Place ie Early Learning Unit is no longer available for use. This venue is not ideally located in the Polling District, however, other options were explored and unavailable for use. St John's Church Centre is, however, a very good venue with suitable accommodation and is located in the town centre.

Wylar Tower, some of Quarry Street and Duke Street will now move from SL131 to SL139 to allow them to vote more conveniently at St John's Church Centre.

Please Note: The new development in polling district SL140 will be monitored, however, Ferniegair Community Hall can easily locate another Polling Station within the building.

Ward 18 - Hamilton West and Earnock

The following Polling Districts and Polling Places in Ward 18 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL141	Polling Place:	Udston Primary School
Polling District Reference:	SL142	Polling Place:	Townhill Primary School
Polling District Reference:	SL143	Polling Place:	Hillhouse and Earnock Community Centre
Polling District Reference:	SL145	Polling Place:	St Peter's Primary School
Polling District Reference:	SL146	Polling Place:	St Peter's Primary School
Polling District Reference:	SL147	Polling Place:	St John's Primary School

The following change is proposed:-

Polling District Reference:	SL144	Polling Place:	Cruse Centre
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It is proposed that voters in SL144 vote at Cruse Centre as their Polling Place which is more convenient for the voters than voting at Burnbank Centre which is located in Ward 17 and is across a busy main road.

Ward 19 - Hamilton South

The following Polling Districts and Polling Places in Ward 19 meet the stated criteria and therefore no change is proposed:-

Polling District Reference:	SL148	Polling Place:	South Lanarkshire Lifestyle, Fairhill
Polling District Reference:	SL149	Polling Place:	South Lanarkshire Lifestyle, Fairhill
Polling District Reference:	SL150	Polling Place:	Woodhead Primary School
Polling District Reference:	SL152	Polling Place:	Eddlewood Public Hall
Polling District Reference:	SL153	Polling Place:	Eddlewood Public Hall
Polling District Reference:	SL154	Polling Place:	Chatelherault Primary School

Polling District Reference: SL155 Polling Place: Our Lady and St Anne's Primary School
Polling District Reference: SL156 Polling Place: St Elizabeth's Primary School (side entrance)

The following changes are proposed:-

Polling District Reference: SL138 Polling Place: Woodside Primary School
Polling District Reference: SL151 Polling Place: Chatelherault Primary School
Polling District Reference: SL157 Polling Place: St John's Primary School

It is proposed that polling district SL138 is split and the North West of Tuphall Road and joined with polling district SL157 to allow voters to vote at St John's Primary School and the South East of Tuphall Road of SL138 is merged with Polling District SL151 to allow these voters to vote at Woodside Primary School and this will result in polling district SL151 no longer being required as voters will be part of the new SL138 Polling District.

Ward 20 - Larkhall

The following Polling Districts and Polling Places in Ward 20 meet the stated criteria and therefore no change is proposed:-

Polling District Reference: SL158 Polling Place: Glengowan Primary School
Polling District Reference: SL159 Polling Place: Dalserf Primary School (Community Wing)
Polling District Reference: SL160 Polling Place: Dalserf Parish Church Hall
Polling District Reference: SL161 Polling Place: Netherburn Community Hall
Polling District Reference: SL162 Polling Place: Machanhill Primary School
Polling District Reference: SL163 Polling Place: Trinity Parish Church Hall
Polling District Reference: SL164 Polling Place: Hareleeshill Primary School (Community Wing)
Polling District Reference: SL166 Polling Place: Craigbank Primary School (Community Wing)
Polling District Reference: SL167 Polling Place: Quarter Primary School
Polling District Reference: SL168 Polling Place: Stonehouse Primary School

4.3 The outcome of the Review of Polling Districts and Polling Places will be published on the website and in main Council Offices in the South Lanarkshire area.

4.5. Polling districts and polling places will be subject to ongoing review between major reviews.

5. Employee Implications

5.1. None.

6. Financial Implications

- 6.1. Any costs associated with the proposals in this report can be met from within existing budgets.

7. Other Implications

- 7.1. There are no significant risks associated with these proposals.
- 7.2. There are no sustainability implications associated with this proposal.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2. As part of the review, consultation was undertaken with a wide range of stakeholders.

Lindsay Freeland
Chief Executive/Returning Officer

28 November 2018

Link(s) to Council Objectives/Values

- ◆ People Focused
- ◆ Fair and Open
- ◆ Working with and Respecting Others
- ◆ Accountable, Effective and Efficient

Previous References

List of Background Papers

- ◆ Electoral Registration and Administration Act 2013
- ◆ Review of Polling Districts and Polling Places Regulations 2006
- ◆ Representation of the People Act 1983
- ◆ Electoral Commission Guidance on Reviews of Polling Districts, Polling Places and Polling Stations
- ◆ Feedback from consultees

Contact for Further Information

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

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Report

Report to:	Executive Committee
Date of Meeting:	19 December 2018
Report by:	Director, Health and Social Care

Subject:	Prioritisation Framework
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee of the IJB's decision to approve an updated response to the requirement to have a Prioritisation Framework for Social Care Services. The Social Work Committee had previously endorsed the recommendation prior to the IJB approval
- ◆ note that the Council has previously agreed to adopt the Joint Scottish Government and COSLA guidance on eligibility which ensures that resources are targeted at those most in need
- ◆ consider how the subsequent introduction of the Self-Directed Support Act, the Carers Act and from April 2019, free personal care for under 65's necessitates a need to reconsider and update the Prioritisation Framework
- ◆ consider the interface between Self-Directed Support and the Council's duty under best value legislation to ensure that Services are delivered both safely and cost effectively

2. Recommendation(s)

2.1. The Executive Committee is asked to note that the IJB has approved the following recommendation(s):-

- (1) that the setting of the threshold point at which services must be delivered for all adults at the national guidance's "Substantial" level of need;
- (2) that a modified version of the Scottish Government's eligibility framework for Carers be adopted and the setting of the threshold point at which services must be delivered at the "Substantial" level of need;
- (3) that the prioritisation of the provision of aids, equipment and adaptations to those people assessed as being a medium to high risk;
- (4) that the setting of the upper benchmark value of a personal Self-Directed Support budget to the equivalent of the cost of a residential placement for that cohort of service user taking account of the exceptions detailed in the report; and
- (5) that the IJB issue a Direction to the Council to implement this prioritisation framework.

3. Background

3.1. In 2009 the Scottish Government and COSLA issued guidance under Section 5(1) of the Social Work Scotland Act 1968 which required local authorities to adopt a common standard eligibility framework for older people. The guidance was intended

to “focus first on supporting those people who are in most urgent need” and ensure that finite resources were targeted on ensuring the most urgent needs were met in a timely manner. Whilst the guidance focused on older people there was scope to apply the guidance to all adults.

- 3.2. The guidance directed that where need was identified through an assessment the needs were stratified in to four levels of risk:
 - ◆ low
 - ◆ moderate
 - ◆ substantial
 - ◆ critical
- 3.3. Where the needs are assessed to be at the low or moderate level, the guidance indicates that these needs should be met through Universal Services, advice or guidance and there is likely to be little or no need for the provision of Social Care Services. Substantial or critical needs occur where there are significant risks to an individual’s independence or health and wellbeing likely to call for the immediate or imminent provision of Social Care Services.
- 3.4. The challenges arising from demographic change and constrained resources requires the Integrated Joint Board (IJB) to consider how it will meet future demand. This report proposes that setting a threshold for eligibility will be one of the components required to meet this challenge. Population forecasts for South Lanarkshire over the next 10 years indicate that the number of over 65’s will increase by around 50% and in the number of over 85’s by around 100%. This demographic pressure is already evident in the levels of demand for Services and in number of adults subject to Guardianship Orders for example. To continue with the current approach to meeting assessed needs would require growth in budgets such as care and home and equipment to be at least 3% per annum for the foreseeable future. At the same time the current workforce is ageing and the 25 – 64 years working population is projected to fall significantly over the same time period. A targeted approach to both helping people to remain independent and to thereby defer the impact of ageing and ill-health, whilst supporting the most vulnerable within the available financial and workforce resources, is required.
- 3.5. From April 2019, the Scottish Government is introducing further legislation to extend free personal care to under 65’s. The intention of this extension is to ensure that adults with significant support needs receive the help they need promptly. Given the original 2009 national eligibility guidance was introduced to ensure that free personal care for older people was targeted effectively, it would seem appropriate to apply the principles of this guidance to all adults going forward.
- 3.6. The Health and Social Care Partnership (HSCP) is currently being subject to an inspection of its Self-Directed Support (SDS) arrangements by the Care Inspectorate. The HSCP’s self-evaluation work to develop the associated Position Statement and subsequent verbal feedback from the inspection team has raised questions about the practical application of the Council’s existing eligibility criteria. The Council has endeavoured to support people at all levels of the national eligibility criteria where there has been resource to do so. This is resulting in people with low/moderate needs being provided with budgets similar to those with substantial/critical needs which are not a sustainable position. This indicates that there is a need for greater clarity about the threshold point at which a personal budget would be generated.

- 3.7. Both Social Work Committee and IJB support the view that the emphasis on Council resources being targeted at the substantial and critical levels of need is restated. Since the original guidance was published, planning assumptions along with financial and workforce challenges have evolved. For example, in 2009 there was a six week timescale to support the safe discharge of a clinically fit individual from hospital. This has now become a 72 hours maximum target highlighting the need to have sufficient care at home resource available to meet this urgent and growing demand.
- 3.8. It is important to note that people assessed as having low or moderate needs will continue to benefit from support from the HSCP and its partners. As well as the medical, nursing and Allied Health Professionals support provided, people will continue to access a range of other Services which the Partnership and the Council support. This will include advice on Housing options, money matters advice, Carers Services and support from third and voluntary sector partners as well as the provision of preventative measures such as occupational therapy equipment and alert alarm systems. The increasing opportunities to make use of Tele-care and Tele-health approach will support people to self-manage their care and live independently with a reduced need for other Services at the lower end of the risk spectrum and more intensive Services to be provided for those with the greatest levels of need.
- 3.9. An essential and growing strand of the HSCP's work is Services which support a rehabilitative approach including intermediate care. These models respond positively to people's wish to retain and regain their independence that may be compromised through illness or injury. The use of a prioritisation model helps to ensure a distribution of resources that supports short term but often intense interventions. It also helps to sustain prompt access to Services for the increased numbers of particularly older people with more substantial needs arising from their co-morbidities and increased dependence.
- 3.10. The Carers (Scotland) Act 2016 also establishes a duty on the local authority to set local eligibility criteria and an eligibility threshold where they must provide Services to carers. Eligibility criteria are to be set locally to enable local authorities and IJBs to provide support to carers in different caring situations across a whole range of life circumstances. Local eligibility criteria will help local authorities and IJBs to prioritise support and to target resources as effectively and efficiently as possible.
- 3.11. The Scottish Government has issued detailed guidance to support local authorities and IJBs in setting local eligibility criteria. The guidance also summarises the different ways of supporting carers if the carer's needs do not meet the local eligibility criteria. The Scottish Government guidance provides five stages of impact/risk and a range of indicators (domains) relevant to carers' lives. The stages are:-
- ◆ caring has no impact – no risk
 - ◆ caring has low impact – low risk
 - ◆ caring has moderate impact – moderate risk
 - ◆ caring has substantial impact – substantial risk
 - ◆ caring has critical impact – critical risk

The indicators (domains) are:-

- ◆ health and wellbeing
- ◆ relationships
- ◆ living environment

- ◆ employment and training
- ◆ finance
- ◆ life balance
- ◆ future planning

- 3.12. The Carers Act guidance directs local authorities to consult with Carers to determine the eligibility framework and threshold parameters. To this end, a consultation process was carried out over March 2018 facilitated by Lanarkshire Carers Centre and South Lanarkshire Carers Network. A substantial cohort of Carers through 12 carer information/support groups contributed to the process. The Carers were supportive of the set Government model of a four-tier framework (low, moderate, substantial and critical) but noted that the two higher tiers could be merged. They supported the proposal to establish the threshold point for the provision of Services to Carers at the top tier. The suggested model is illustrated in appendix 1.
- 3.13. The Social Work Committee has endorsed and the IJB has approved the proposal to adopt this amended version of the Scottish Government eligibility framework and sets the threshold where Services must be delivered at the “Substantial” impact level.
- 3.14. The Social Work Committee has endorsed and the IJB has approved the proposal to apply similar criteria to the provision of equipment, aids and adaptations. This provision is a key strand of the HSCP’s work to support people to live independently and safely. Following assessment by an Occupational Therapist (OT), a variety of interventions may be provided from small pieces of equipment and handrails; through to hospital beds, specialised mattresses, stair-lifts and adaptations such as level access shower rooms and ramps.
- 3.15. It should be noted that the general approach of the Occupational Therapy Service is to offer the minimum necessary intervention that supports the person safely. The provisions recommended takes account of the individual’s prognosis and factors such as the suitability of the accommodation to ensure that cost effective and durable solutions are provided. Unfortunately, in some instances, a property may not be suitable for adaptation and a move will be recommended. In such a circumstance, more substantial works would be deferred until a new property is identified.
- 3.16. The Occupational Therapy Service has adopted a model of risk assessment that classifies risk into three categories; low, medium and high. It is proposed that support is prioritised to the two higher levels of risk to ensure that those with the greatest level of need are able to benefit from a timeous service. Those individuals with the lowest level of need will be offered advice and guidance by the OT’s as to how they might address the issues identified. A degree of professional judgement will also be applied to ensure that decisions support activity that avoids greater cost to the Council or NHS at a future date.
- 3.17. The Social Work Committee has endorsed and the IJB approved the proposal to establish a benchmark to support practitioners, service users and carers to clarify the parameters of the Council’s contribution to the costs of their care. The core principles of assessment being needs led, identifying risks and being outcome focused will continue to be the bedrock of the HSCP’s approach. Once needs and risks have been identified and stratified in accordance with the Prioritisation Framework, there will be a range of options available to keep the person safe and meet their identified outcomes. To meet the Council’s duty to achieve best value, to ensure resources are accessible to those in need and to ensure the Service

operates within the available resources, there is a need to ensure care planning models are cost effective.

- 3.18. There are already agreed financial limits for older people's care. These include the agreed rate to personal care in residential care of £174 per week and the Council's maximum contribution under the National Care Home Contract of £553 per week for a nursing home placement. For someone living in the community, nursing costs are already met by the NHS through the District Nursing Service for example. The average cost of a care home placement for a person aged over 65 is £440 per week. Whilst other care groups do not, as yet, have such well-established financial limits there are approved rates for care homes and supported living models which will provide an equivalent benchmark.
- 3.19. The Social Work Committee has endorsed and the IJB approved that the average cost of a care home placement is used as a benchmark for the Council's maximum contribution toward an adult's care. This benchmark will not be a fixed amount as the cost of residential care varies over a significant range and professional judgement and supported by service user and care consultation will be applied to individual circumstances. The actual benchmark position for an individual person will be based on their assessed need and the typical cost of a residential placement to meet those needs. This approach is compliant with the principles of SDS and provides an equivalence model that offers choice and control to the supported adult and their Carers. This equivalence position will complement the current SDS Resource Allocation System which generates a personal budget in accordance with assessed need and is calibrated to take account of the cost of a typical complex care package.
- 3.20. There will be a cohort of people for whom this model will not be applicable. This would include end of life care where every effort is made to support a person to remain at home or in a homely setting over this difficult time. Another example would be where a person has particularly complex needs and a bespoke commissioning arrangement is necessary to meet their outcomes. There are few people in this latter group and multi-disciplinary assessment is effective at identifying those individuals who require a more specialised approach.
- 3.21. It is recognised that the proposed prioritisation process could impact on existing service users who receive services for low/moderate needs. To take account of this, the revised arrangements will be applicable to new assessments and future care reviews so as to phase in the changes and dovetail the changed priorities with the SDS process.

4. Summary and Next Steps

- 4.1. As noted in the body of this report, there are requirements to establish a Prioritisation Framework with eligibility criteria and thresholds to ensure that finite resources are targeted at those most in need. Such a Framework assumes that Universal Services, rehabilitation and re-ablement Services and Community Planning Partners will provide support to people who are assessed as being at low or moderate risk.
- 4.2. This report notes the Social Work Committee has endorsed and the IJB approved a model to ensure that the Prioritisation Framework in South Lanarkshire is brought up-to-date to take account of new legislation such as the Carers (Scotland) Act and Self-Directed Support. It also reflects the need to respond to changing priorities of ensuring that resources are available to support people to live independently and safely and ensure the interface and flow between community and Acute Services is optimised.

- 4.3. The HSCP will develop more detailed guidance and an associated learning and development programme for practitioners to enable full implementation of these arrangements from April 2019.

5. Employee Implications

- 5.1. Employees will be supported with practitioner's guidance for implementation of eligibility/prioritisation.

6. Financial Implications

- 6.1. The financial implications of the Prioritisation Framework will depend on individual service users' needs going forwards. However, as an estimate of the cost reduction that could be realised, we have used a sample of assessments from 2017/18 for new service users. Based on this sample, it is estimated that a potential 15% level of cost avoidance be achieved by implementing the Prioritisation Framework to all service users, as detailed in the report. Other Services may see varying reductions in costs. Within home care a sample review suggests a potential 10% of cost avoidance could be achieved, but this will be dependent on the individual service users and further work would be required to validate this.
- 6.2. Taking an estimate of the budgets that the Prioritisation Framework could be applied to (including equipment and adaptations and the upper benchmark on personal SDS budgets) potentially costs of £3m could be avoided.
- 6.3. As detailed above, the actual cost avoidance is conditional on a number of factors, as the individual service needs going forwards can be unpredictable. The costs avoided by implementing the Prioritisation Framework could contribute towards managing future financial pressure associated with the increasing demand for care services, including the increase in uptake of SDS.
- 6.4. The profiling of the implementation on the Prioritisation Framework will determine the level of cost avoidance over future financial years in the medium term, with values detailed above being achieved once the framework is applied to all service users. The needs of service users is variable and these potential reductions are therefore estimates.

7. Other Implications

- 7.1. There are risks associated with the demographic growth and the resources available to meet needs.
- 7.2. In order to sustain service delivery, priority requires to be directed to those most in need.
- 7.3. The Prioritisation Framework for equipment and adaptations falls within ambit of the Fairer Scotland Duty which came into force and applies to the IJB as well as the Council. The implementation plan for Social Care Services may also be caught by the duty. This duty obliges the IJB to have due regard to the desirability of exercising its functions in such a way as to reduce inequalities of outcome arising from socio-economic disadvantage. The duty applies to strategic decisions such as Strategic Policy Development; Allocating Resources; and Commissioning among others. The Fairer Scotland Duties will be taken into consideration as part of other impact assessment requirements, for example equalities as detailed below.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. An equality impact assessment will be undertaken to ensure that there are no negative impacts on the protected characteristic groups.
- 8.2. Briefing sessions have been established for elected members and will be rolled-out to Locality Managers as guidance is further developed.

Val de Souza

Director, Health and Social Care

06 November 2018

Link(s) to Council Values/Objectives

- ◆ Deliver better health and social care outcomes for all

Previous References

- ◆ Social Work Committee Report 25 November 2009
- ◆ Social Work Committee Report 17 February 2010

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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