



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 24 September 2019

Dear Councillor

## **Finance and Corporate Resources Committee**

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

**Date: Wednesday, 02 October 2019**

**Time: 14:00**

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

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

Yours sincerely

**Paul Manning**  
**Depute Chief Executive**

### **Members**

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

### **Substitutes**

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

## BUSINESS

### 1 Declaration of Interests

### 2 Minutes of Previous Meeting 5 - 14

Minutes of the meeting of the Finance and Corporate Resources Committee held on 7 August 2019 submitted for approval as a correct record. (Copy attached)

### 3 Minutes of Appeals Panel 15 - 18

Minutes of the meetings of the Appeals Panel held on 8 August and 4 September 2019 submitted for approval as a correct record. (Copies attached)

### 4 Minutes of Recruitment Committee 19 - 22

Minutes of the meeting of the Recruitment Committee held on 23 August 2019 submitted for noting and minutes of the meeting held on 20 September 2019 submitted for approval as a correct record. (Copies attached)

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### Monitoring Item(s)

### 5 Revenue Budget Monitoring 2019/2020 - Finance and Corporate Resources 23 - 32

Report dated 4 September 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

### 6 Capital Budget Monitoring 2019/2020 - Finance and Corporate Resources 33 - 36

Report dated 18 September 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

### 7 Finance and Corporate Resources – Workforce Monitoring – June and July 2019 37 - 42

Report dated 27 August 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

### 8 Council-wide Workforce Monitoring – June and July 2019 43 - 62

Report dated 27 August 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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### Item(s) for Decision

### 9 Revenue Collection and Approval for Write-Offs 63 - 66

Report dated 6 September 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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### Item(s) for Noting

### 10 Procurement Strategy Update and Annual Review – 2019/2020 67 - 80

Report dated 3 September 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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### Urgent Business

### 11 Urgent Business

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

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

Clerk Name: Stuart McLeod

Clerk Telephone: 01698 454815

Clerk Email: [stuart.mcleod@southlanarkshire.gov.uk](mailto:stuart.mcleod@southlanarkshire.gov.uk)



## FINANCE AND CORPORATE RESOURCES COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 7 August 2019

### **Chair:**

Councillor Gladys Miller

### **Councillors Present:**

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

### **Councillors' Apologies:**

Councillor Walter Brogan, Councillor Janine Calikes, Councillor Peter Craig, Councillor Geri Gray, Councillor Mark McGeever, Councillor Mo Razzaq, Councillor John Ross (ex officio)

### **Attending:**

#### **Finance and Corporate Resources**

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

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### **1 Declaration of Interests**

No interests were declared.

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### **2 Minutes of Previous Meeting**

The minutes of the meeting of the Finance and Corporate Resources Committee held on 8 May 2019 were submitted for approval as a correct record.

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

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### **3 Minutes of Appeals Panel**

The minutes of the meeting of the Appeals Panel held on 15 May 2019 were submitted for approval as a correct record.

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

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### **4 Revenue Budget Monitoring 2018/2019 – Finance and Corporate Resources**

A report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure for the period 1 April 2018 to 31 March 2019 against budgeted expenditure for 2018/2019 for Finance and Corporate Resources.

**The Committee decided:**

- (1) Finance and Corporate Resources' financial outturn position as at 31 March 2019 of an underspend of £0.112 million before transfers to reserves, and £0.034 million after transfer to reserves, as detailed in Appendix A to the report, be noted; and
- (2) that the proposed budget virements be approved.

*[Reference: Minutes of 8 May 2019 (Paragraph 4)]*

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

A report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure for the period 1 April to 24 May 2019 against budgeted expenditure for 2019/2020 for Finance and Corporate Resources.

**The Committee decided:**

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

*[Reference: Minutes of 8 May 2019 (Paragraph 4)]*

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## **6 Capital Budget Monitoring 2018/2019 – Finance and Corporate Resources**

A report dated 28 May 2019 by the Executive Director (Finance and Corporate Resources) was submitted advising of progress on Finance and Corporate Resources' capital programme for 2018/2019 and summarising the expenditure position at 31 March 2019.

**The Committee decided:** that Finance and Corporate Resources' capital programme of £1.592 million, and expenditure to 31 March 2019 of £1.436 million, be noted.

*[Reference: Minutes of 8 May 2019 (Paragraph 5)]*

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## **7 Capital Budget Monitoring 2019/2020 – Finance and Corporate Resources**

A report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted advising of progress on Finance and Corporate Resources' capital programme for 2019/2020 and summarising the expenditure position at 24 May 2019.

**The Committee decided:** that Finance and Corporate Resources' capital programme of £0.993 million, and expenditure to date of £0.020 million, be noted.

*[Reference: Minutes of 8 May 2019 (Paragraph 5)]*

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## **8 Finance and Corporate Resources – Workforce Monitoring – March to May 2019**

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A report dated 2 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following employee information for Finance and Corporate Resources for the period March to May 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ analysis of leavers and exit interviews
- ♦ Staffing Watch as at 9 March 2019

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

*[Reference: Minutes of 8 May 2019 (Paragraph 6)]*

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## **9 Council-wide Workforce Monitoring – March to May 2019**

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A report dated 2 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period March to May 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ analysis of leavers and exit interviews
- ♦ Staffing Watch as at 9 March 2019

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

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

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## **10 Treasury Management Activity – First Quarter Review**

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A report dated 1 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the first quarter review of Treasury Management activity for 2019/2020.

Details were given on:-

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

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

*[Reference: Minutes of the Executive Committee of 27 February 2019 (Paragraph 2)]*

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## **11 Finance and Corporate Resource Plan – Quarter 4 Progress Report 2018/2019 and Finance and Corporate Resource Plan 2019/2020**

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A report dated 9 June 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the Finance and Corporate Resource Plans for 2018/2019 and 2019/2020.

Details were provided on:-

- ♦ progress made in implementing the priority projects identified in the Resource Plan 2018/2019, as detailed in the Quarter 4 Progress Report, attached as Appendix 1 to the report
- ♦ those measures which had changed in red/amber/green status, during the period from Quarter 2 to Quarter 4, as detailed in Appendix 2 to the report
- ♦ the Resource Plan for 2019/2020, attached as Appendix 3 to the report, which outlined the:-
  - ♦ objectives and actions for 2019/2020
  - ♦ capital and revenue resources for 2019/2020
  - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a mid-year progress report on actions identified in the 2019/2020 Resource Plan would be submitted to a future meeting of the Committee.

**The Committee decided:**

- (1) that the Quarter 4 Progress Report for 2018/2019, attached as Appendix 1 to the report, together with the achievements made by the Resource during 2018/2019, be noted; and
- (2) that details of those measures which had changed in red/amber/green status, during the period from Quarter 2 to Quarter 4, as detailed in Appendix 2 to the report, be noted.

**The Committee recommended** that the Finance and Corporate Resource Plan for 2019/2020 be approved.  
**to the Executive Committee:**

*[Reference: Minutes of 20 February 2019 (Paragraph 9)]*

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## **12 Revenues Collection and Approval for Write-Offs**

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A report dated 12 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ♦ collection performance for 2019/2020 on revenues income which comprised Council Tax, non-domestic rates, sundry debts and arrears
- ♦ performance against the Business Rates Incentivisation Scheme (BRIS) target
- ♦ the write-off of irrecoverable Council Tax, sundry debt and Housing Rent and associated charges

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

- ♦ irrecoverable Council Tax accounts from 1993/1994 to 2019/2020 to the value of £231,517.66 relating primarily to prescribed debt, sequestrations and estates of the deceased
- ♦ sundry debts to a value of £624,771.59
- ♦ former tenant rent arrears totalling £86,877.49, factoring arrears totalling £2,265.01 and Housing Benefit overpayments totalling £50,971.80

**The Committee decided:**

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



- (2) that the Council's performance against the Business Rates Incentivisation Scheme target be noted; and
- (3) that the write-off of the following irrecoverable debts be approved:-
- ◆ Council Tax debt from 1993/1994 to 2019/2020 to the value of £231,517.66
  - ◆ sundry debts to a value of £624,771.59
  - ◆ house rent and associated charges totalling £140,114.30

*[Reference: Minutes of 8 May 2019 (Paragraph 8)]*

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### **13 Prudential Indicators, Treasury Management Activity and Annual Investment Report 2018/2019**

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A report dated 5 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ Treasury Management activity and interim Prudential Code Indicators for 2018/2019
- ◆ the proposed Annual Investment Report for 2018/2019

The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management required the Council to prepare an annual report on its Treasury Management activities. The introduction of the Prudential Framework in April 2004 required councils to prepare a series of financial indicators that demonstrated affordability, prudence and sustainability with regard to capital financing decisions.

The Council's Capital Programme included, within its funding package, planned borrowing. The Prudential Code provided a framework to assist the management of the financial implications and helped to demonstrate that borrowing was both affordable and prudent.

The Council's Treasury Management Activity Report for 2018/2019 and the Treasury Management and Prudential Code Indicators for 2018/2019 were attached as Appendices 1 and 2, respectively, to the report.

In terms of the Local Government Investments (Scotland) Regulations 2010, the Council was required to prepare an Annual Investment Strategy prior to the start of each financial year and an Annual Investment Report after the financial year end. Both documents required to be approved by the Council.

The Annual Investment Strategy for 2018/2019 had covered the following areas:-

- ◆ permitted investments
- ◆ risk management
- ◆ borrowing in advance

The Annual Investment Report, attached as Appendix 3 to the report, detailed the Council's activity in each of those 3 areas for 2018/2019 and Appendix 4 detailed the permitted investments that the Council had approved for the financial year 2018/2019.

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

- (1) that the Treasury Management Activity Report for 2018/2019 and the 2018/2019 Treasury Management and Prudential Code Indicators be noted and referred to the Executive Committee for noting; and

- (2) that the 2018/2019 Annual Investment Report be endorsed and referred to the Executive Committee prior to submission to the Council for formal approval in line with The Local Government Investments (Scotland) Regulations 2010.

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#### **14 Local Licensing Forum – Licensing (Scotland) Act 2005**

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A report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on proposals to amend the membership of each Local Licensing Forum within South Lanarkshire.

The Licensing (Scotland) Act 2005 required each Council to establish a Local Licensing Forum for its area. As South Lanarkshire Council's Licensing Board was divisionalised, it had established separate Forums for each Division. The Act required those Forums to consist of a minimum of 5 members, with at least one member being a Licensing Standards Officer from the Council and one being a member nominated by the Health Board for the Forum's area.

At its meeting on 27 June 2007, the Corporate Resources Committee agreed that the membership of the Local Licensing Forums would be fixed at 12.

The number of persons wishing to become members of the Local Licensing Forums had decreased to the extent that it had become difficult to secure sufficient attendance to meet the quorum for meetings, leading some of the Forums to be unable to consider business for an extended period of time. Attempts had been made to raise public awareness of the Forums by advertising routinely to seek new members.

In order to facilitate business, it was proposed that the membership number for each Forum be set at a minimum of 6 members and a maximum of 12. This would set the quorum for those Forums at 3 and would allow them to function more effectively.

**The Committee decided:** that the membership of each Local Licensing Forum be amended to a minimum of 6 and a maximum of 12 members.

*[Reference: Minutes of Corporate Resources Committee of 27 June 2007 (Paragraph 6)]*

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#### **15 Alignment of Community Planning and Engagement**

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A report dated 22 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the revised employee arrangements for the Community Engagement Team within Finance and Corporate Resources.

The Executive Committee had approved the creation of a Community Participation and Empowerment Team, located within Finance and Corporate Resources, on 27 June 2018.

The Team had now been in post for 6 months and was working with partners to build capacity and identify local priorities within communities. While this work was ongoing, it had become apparent that complementary work was taking place within the Tackling Poverty, Voluntary Sector and Community Planning teams. It was, therefore, proposed to bring those teams together under one coherent management structure which would enhance service delivery by ensuring consistency of approach.

**The Committee decided:**

- (1) that the revised employee arrangements for the Community Engagement Team within Finance and Corporate Resources be noted; and

- (2) that the changes in establishment, identified in Sections 4 and 5 of the report, be approved.

*[Reference: Minutes of the Executive Committee of 27 June 2018 (Paragraph 12)]*

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## **16 Efficiency Savings 2018/2019**

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A report dated 11 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the Council's Efficiency Statement for 2018/2019.

Since 2006/2007, the Scottish Government had required councils to publish an annual Efficiency Statement, with the aim of improving local accountability, in terms of the efficiency process, and contribute to the sharing of best practice.

The level of efficiencies achieved across all Resources and the Lanarkshire Valuation Joint Board (LVJB) for 2018/2019 was £32.628 million.

Details of the Efficiency Statement for 2018/2019 were provided in the report and confirmation of the efficiencies delivered in 2018/2019 were provided in Appendix A to the report.

The Efficiency Statement 2018/2019 would be submitted to the Convention of Scottish Local Authorities (COSLA) by the deadline of 23 August 2019. A report on the Efficiency Statement would also be submitted to the Risk and Audit Scrutiny Committee at its meeting on 18 September 2019.

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

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## **17 Annual Procurement Report 2018/2019**

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A report dated 10 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the Council's Annual Procurement Report for 2018/2019.

The Procurement (Scotland) Reform Act 2014 required contracting authorities to prepare and publish an Annual Procurement Report on their regulated procurement activities. The Act stated that the Report must include information under the following headings:-

- ◆ regulated procurement activity
- ◆ regulated procurement strategy and compliance
- ◆ community benefits
- ◆ supported businesses
- ◆ future planning
- ◆ any other relevant information

A summary of procurement activity was provided in the report and the Council's Annual Procurement Report for 2018/2019 was attached as Appendix 1 to the report.

**The Committee decided:** that the Annual Procurement Report for 2018/2019 be noted.

*[Reference: Minutes of 19 September 2018 (Paragraph 16)]*

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## **18 2019/2020 Information and Communication Technology (ICT) Asset Management Plan**

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A report dated 1 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the 2019/2020 Information and Communication Technology (ICT) Asset Management Plan.

The ICT Asset Management Plan outlined the priorities and strategies required to develop and support the ICT asset estate, which supported the business objectives of the Council whilst ensuring business continuity. The Plan highlighted the key support work planned for the year ahead to ensure that the Council's ICT assets were fit for purpose.

Details of the key support work were provided in the report and a copy of the 2019/2020 Asset Management Plan was attached as Appendix 1 to the report.

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

*[Reference: Minutes of 19 September 2018 (Paragraph 18)]*

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## **19 Governance of Charitable Trust Funds – 2018/2019 Expenditure**

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A report dated 8 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on payments made to beneficiaries from the 69 Charitable Trust Funds administered by the Council which, at 1 April 2018, were valued at £1.192 million.

During 2018/2019, expenditure totalling £0.036 million had been distributed to beneficiaries of the Trust Funds. The expenditure was offset by income of £0.035 million from interest or dividends received from investments. In addition, funds of the Loudon Bequest, which were managed by Barclays Wealth, had been reinvested. This had resulted in a total closing balance on the Trust Funds, as at 31 March 2019, of £1.187 million.

Details of all active funds and payments made in 2018/2019, together with the balances of the funds as at 31 March 2019, were provided in Appendix 1 to the report.

The Committee, at its meeting on 25 April 2018, had approved proposals to modernise the charitable trust funds administered by the Council. Those proposals included alternative governance arrangements and the adoption of a formal constitution. Administration and Legal Services had commenced dialogue with the Office of the Scottish Charity Regulator (OSCR) regarding the formal adoption of the Trust Deeds.

OSCR had taken legal advice on the process for reorganisation of restricted funds and this, along with the complex nature of the reorganisation process and lack of available governing documents for the historic trust funds, meant that the process was still ongoing.

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

*[Reference: Minutes of 25 April 2018 (Paragraph 9)]*

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## **20 Safety at Sports Grounds – Re-issue of General Safety Certificates for Hamilton Park Racecourse and the Foys Stadium**

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A report dated 12 July 2019 by the Executive Director (Finance and Corporate Resources) was submitted on action taken, in terms of Standing Order No 36(c), in view of the timescales involved, by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to re-issue General Safety Certificates for:-

- ◆ Hamilton Park Racecourse, Bothwell Road, Hamilton
- ◆ the North and West Stands, Hamilton Academical Football Club, Foys Stadium, Cadzow Avenue, Hamilton

The revised format of the General Safety Certificates for those premises had been approved by this Committee at its meetings on 3 February 2016 and 11 December 2013 respectively and the Certificates were required to be reviewed and re-issued annually.

Following the annual safety inspection, the Grandstand at Hamilton Park Racecourse had been found to be well maintained and in a good state of repair. The engineer's annual inspection concluded that the Grandstand was in a satisfactory structural condition. The report had identified some minor remedial and maintenance works which had been attended to.

The ground management and the South Lanarkshire Sports Grounds Safety Advisory Group had reviewed the revised General Safety Certificate and the safety management arrangements at the Racecourse. The following revisions had been made to the Certificate:-

- ◆ references to the Guide to Safety at Sports Grounds now referred to the updated sixth edition
- ◆ the operational manual had been reviewed and updated where necessary

Following the annual safety inspection, the North and West Stands at Foys Stadium had been found to be well maintained and in a good state of repair. The engineer's annual inspection report had identified a small number of minor defects which had been attended to.

A number of management actions and housekeeping issues had been identified during the inspections and stadium management were continuing to progress those while providing the Council with updates on the progress being made.

The stadium management and the South Lanarkshire Sports Grounds Safety Advisory Group had reviewed the revised General Safety Certificates and the safety management arrangements at Foys Stadium and the following revisions had been made to the Certificates:-

- ◆ the name of the stadium had been changed from Hope CBD Stadium to Foys Stadium
- ◆ references to the Guide to Safety at Sports Grounds now referred to the updated sixth edition
- ◆ the operational manual had been reviewed and updated where necessary

The Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, approved the reviewed General Safety Certificate for Hamilton Park Racecourse to allow it to be re-issued prior to the start of the new racing season which commenced on Sunday 5 May 2019 and approved the reviewed General Safety Certificates for the North and West Stands at the Foys Stadium to allow them to be re-issued prior to the start of the new football season which commenced on Saturday 13 July 2019.

**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 re-issue the General Safety Certificates for Hamilton Park Racecourse, Bothwell Road, Hamilton and the North and West Stands, Hamilton Academical Football Club, New Douglas Park, Cadzow Avenue, Hamilton, be noted.

*[Reference: Minutes of 20 June 2018 (Paragraph 13) and 19 September 2018 (Paragraph 20)]*

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**21 Urgent Business**

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There were no items of urgent business.

## APPEALS PANEL

Minutes of meeting held in Committee Room 3, Council Offices, Almada Street, Hamilton on 8 August 2019

**Chair:**

Councillor Gladys Miller

**Councillors Present:**

Councillor Maureen Chalmers, Councillor Gerry Convery

**Attending:**

**Finance and Corporate Resources**

P MacRae, Administration Officer; E Maxwell, Personnel Adviser

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### 1 Declaration of Interests

No interests were declared.

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### 2 Urgent Business

There were no items of urgent business.

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### 3 Exclusion of Press and Public

<b>The Panel decided:</b>	that, in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, the press and public be excluded from the meeting for the next item of business on the grounds that it was likely that there would be disclosure of exempt information in terms of Paragraph 1 of Part I of Schedule 7A of the Act.
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### 4 Appeal Against Termination Due to Incapability

The Panel considered an appeal (Ref INC/1/19) by an employee against his termination due to incapability.

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

<b>The Panel decided:</b>	that the grounds of the appeal had not been substantiated and the appeal be not upheld.
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## APPEALS PANEL

Minutes of meeting held in Committee Room 3, Council Offices, Almada Street, Hamilton on 4 September 2019

**Chair:**

Councillor Gladys Miller

**Councillors Present:**

Councillor Isobel Dorman, Councillor Jim Wardhaugh

**Attending:**

**Finance and Corporate Resources**

S McLeod, Administration Officer; E Maxwell, Personnel Adviser

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### 1 Declaration of Interests

No interests were declared.

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### 2 Urgent Business

There were no items of urgent business.

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### 3 Exclusion of Press and Public

**The Panel decided:**

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

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### 4 Appeal Against Suspension Without Pay and Final Written Warning

The Panel considered an appeal (Ref 5/19) by an employee against his suspension without pay and final written warning.

The appellant was present and represented by S Smellie of UNISON. The Council was represented by a Personnel Adviser. The Council called a witness and the appellant's representative called the appellant. All parties were heard in relation to the appeal and then withdrew from the meeting.

**The Panel decided:**

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

- ◆ the final written warning remain in place
- ◆ the period of suspension be removed



## RECRUITMENT COMMITTEE

Minutes of meeting held in Committee Room 2, Council Offices, Almada Street, Hamilton on 23 August 2019

**Chair:**

Councillor John Ross

**Councillors Present:**

Councillor Alex Allison, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Joe Fagan

**Attending:**

**Finance and Corporate Resources**

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

**Also Attending:**

**Solace in Business**

E Dougherty, Project Director - Scotland

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### 1 Declaration of Interests

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No interests were declared.

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### 2 Urgent Business

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There were no items of urgent business.

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### 3 Exclusion of Press and Public

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**The Committee decided:**

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

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### 4 Post of Chief Executive

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Documentation on the post of Chief Executive was submitted as follows:-

- ◆ recruitment pack
- ◆ shortleet report
- ◆ applications received

**The Committee decided:**

that a shortleet of 4 applicants be selected as follows:-

- ◆ Applicant Reference Number 4
- ◆ Applicant Reference Number 9
- ◆ Applicant Reference Number 10
- ◆ Applicant Reference Number 12



## RECRUITMENT COMMITTEE

4

Minutes of meeting held in Committee Room 2, Council Offices, Almada Street, Hamilton on 20 September 2019

**Chair:**

Councillor John Ross

**Councillors Present:**

Councillor Alex Allison, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Joe Fagan

**Attending:**

**Finance and Corporate Resources**

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

**Also Attending:**

**Solace in Business**

E Dougherty, Project Director - Scotland

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### 1 Declaration of Interests

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No interests were declared.

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### 2 Minutes of Previous Meeting

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

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

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### 3 Urgent Business

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There were no items of urgent business.

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### 4 Exclusion of Press and Public

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

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### 5 Post of Chief Executive

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The Committee interviewed 4 candidates for the post of Chief Executive.

Following discussion, Councillor Ross, seconded by Councillor Allison, moved that Applicant Reference Number 2 be appointed to the post of Chief Executive. Councillor Cooper, seconded by Councillor Convery, moved that Applicant Reference Number 3 be appointed to the post of Chief Executive.

On a vote being taken by a show of hands, 2 members voted for the amendment and 3 voted for the motion which was declared carried.

**The Committee decided:** that Mr C Sneddon, Chief Executive of Argyll and Bute Council, be appointed to the post of Chief Executive, South Lanarkshire Council.

*[Reference: Minutes of 23 August 2019 (Paragraph 4)]*

*Councillor Fagan, as the mover of an amendment which failed to find a seconder, asked that his dissent be recorded*

# Report

5

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **2 October 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Budget Monitoring 2019/2020 - Finance and Corporate Resources**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2019 to 16 August 2019 for Finance and Corporate Resources
- ◆ provide a forecast for the year to 31 March 2020

## 2. Recommendation(s)

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

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

## 3. Background

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

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

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. As at 16 August 2019, there is a breakeven position against the phased budget. The financial forecast for the revenue budget to 31 March 2020 is a breakeven position.

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

## 6. Other Implications

6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition,

the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.

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

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

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

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

4 September 2019

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

- ◆ Value: Accountable, Effective, Efficient and Transparent

### **Previous References**

- ◆ Finance and Corporate Resources Committee – 7 August 2019

### **List of Background Papers**

- ◆ Financial ledger and budget monitoring results to 16 August 2019

### **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

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E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Finance and Corporate Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/08/19	Actual 16/08/19	Variance 16/08/19		% Variance 16/08/19	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	33,586	33,586	0	12,233	12,345	(112)	over	(0.9%)	
Property Costs	2,682	2,682	0	644	653	(9)	over	(1.4%)	
Supplies & Services	6,312	6,312	0	3,643	3,751	(108)	over	(3.0%)	
Transport & Plant	85	85	0	19	14	5	under	26.3%	
Administration Costs	7,819	7,819	0	2,907	2,906	1	under	0.0%	
Payments to Other Bodies	2,763	2,763	0	987	980	7	under	0.7%	
Payments to Contractors	265	265	0	23	22	1	under	4.3%	
Transfer Payments	80,387	80,387	0	26,121	26,000	121	under	0.5%	
Financing Charges	1,044	1,044	0	651	639	12	under	1.8%	
<b>Total Controllable Exp.</b>	134,943	134,943	0	47,228	47,310	(82)	over	(0.2%)	
<b>Total Controllable Inc.</b>	(102,161)	(102,161)	0	(27,532)	(27,614)	82	over recovered	0.3%	
<b>Net Controllable Exp.</b>	32,782	32,782	0	19,696	19,696	0	-	0.0%	

**Variance Explanations**

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

**Budget Virements**

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Finance - Strategy Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 16/08/19</b>	<b>Actual 16/08/19</b>	<b>Variance 16/08/19</b>		<b>% Variance 16/08/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	2,991	2,991	0	1,075	1,106	(31)	over	(2.9%)	1, a
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	19	19	0	9	12	(3)	over	(33.3%)	
Transport & Plant	0	0	0	0	0	0	-	n/a	
Administration Costs	111	111	0	6	16	(10)	over	(166.7%)	
Payments to Other Bodies	495	495	0	163	163	0	-	0.0%	
Payments to Contractors	22	22	0	7	5	2	under	28.6%	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	16	16	0	6	6	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>3,654</b>	<b>3,654</b>	<b>0</b>	<b>1,266</b>	<b>1,308</b>	<b>(42)</b>	<b>over</b>	<b>(3.3%)</b>	
<b>Total Controllable Inc.</b>	<b>(1,507)</b>	<b>(1,507)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	
<b>Net Controllable Exp.</b>	<b>2,147</b>	<b>2,147</b>	<b>0</b>	<b>1,266</b>	<b>1,308</b>	<b>(42)</b>	<b>over</b>	<b>(3.3%)</b>	

Variance Explanations**1. Employee Costs**

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

Budget Virements

- a. Realignment of budget to reflect current service delivery across the Resource (£0.139m): Employee Costs (£0.139m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Finance - Transactions Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/08/19	Actual 16/08/19	Variance 16/08/19		% Variance 16/08/19	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	11,686	11,686	0	4,242	4,175	67	under	1.6%	1, a
Property Costs	2,016	2,016	0	451	462	(11)	over	(2.4%)	
Supplies & Services	829	829	0	326	380	(54)	over	(16.6%)	2
Transport & Plant	7	7	0	2	0	2	under	100.0%	
Administration Costs	1,039	1,039	0	339	357	(18)	over	(5.3%)	
Payments to Other Bodies	0	0	0	0	0	0	-	n/a	
Payments to Contractors	243	243	0	16	16	0	-	0.0%	
Transfer Payments	80,387	80,387	0	26,121	26,000	121	under	0.5%	3
Financing Charges	104	104	0	43	47	(4)	over	(9.3%)	
<b>Total Controllable Exp.</b>	96,311	96,311	0	31,540	31,437	103	under	0.3%	
<b>Total Controllable Inc.</b>	(84,003)	(84,003)	0	(22,902)	(22,962)	60	over recovered	0.3%	4
<b>Net Controllable Exp.</b>	12,308	12,308	0	8,638	8,475	163	under	1.9%	

Variance Explanations**1. Employee Costs**

The underspend is due to vacancies which are being considered in line with service requirements.

**2. Supplies and Services**

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

**3. Transfer Payments**

The underspend is due to the reduced cost of overpayments as part of the administration of Housing Benefit.

**4. Income**

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

Budget Virements

- a. Realignment of budget to reflect current service delivery across the Resource £0.139m: Employee Costs £0.139m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Audit Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/08/19	Actual 16/08/19	Variance 16/08/19		% Variance 16/08/19	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	565	565	0	218	219	(1)	over	(0.5%)	
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	7	7	0	3	3	0	-	0.0%	
Transport & Plant	0	0	0	0	0	0	-	n/a	
Administration Costs	7	7	0	1	1	0	-	0.0%	
Payments to Other Bodies	0	0	0	0	0	0	-	n/a	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	4	4	0	2	1	1	under	50.0%	
<b>Total Controllable Exp.</b>	583	583	0	224	224	0	-	0.0%	
<b>Total Controllable Inc.</b>	(223)	(223)	0	(1)	(1)	0	-	0.0%	
<b>Net Controllable Exp.</b>	360	360	0	223	223	0	-	0.0%	

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Information Technology Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/08/19	Actual 16/08/19	Variance 16/08/19		% Variance 16/08/19	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	5,266	5,266	0	1,970	2,072	(102)	over	(5.2%)	1
Property Costs	502	502	0	146	140	6	under	4.1%	
Supplies & Services	4,447	4,447	0	2,877	2,899	(22)	over	(0.8%)	a, b
Transport & Plant	4	4	0	1	1	0	-	0.0%	
Administration Costs	2,147	2,147	0	801	792	9	under	1.1%	
Payments to Other Bodies	0	0	0	0	0	0	-	n/a	
Payments to Contractors	0	0	0	0	1	(1)	over	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	507	507	8	481	466	15	under	3.1%	
<b>Total Controllable Exp.</b>	12,873	12,873	0	6,276	6,371	(95)	over	(1.5%)	
<b>Total Controllable Inc.</b>	(8,025)	(8,025)	0	(2,710)	(2,722)	12	over recovered	0.4%	a
<b>Net Controllable Exp.</b>	4,848	4,848	0	3,566	3,649	(83)	over	(2.3%)	

Variance Explanations**1. Employee Costs**

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

Budget Virements

- Realignment of budget to reflect current service delivery of IT contracts. Net Effect £0.000m: Supplies and Services £0.109m and Income (£0.109m).
- Realignment of budget to reflect Licenses funding carried forward in Reserves £0.842m: Supplies and Services £0.842m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Personnel Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 16/08/19</b>	<b>Actual 16/08/19</b>	<b>Variance 16/08/19</b>		<b>% Variance 16/08/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	6,943	6,943	0	2,500	2,515	(15)	over	(0.6%)	<b>a</b>
Property Costs	147	147	0	43	46	(3)	over	(7.0%)	
Supplies & Services	271	271	0	116	125	(9)	over	(7.8%)	
Transport & Plant	32	32	0	8	3	5	under	62.5%	
Administration Costs	1,504	1,504	0	565	534	31	under	5.5%	<b>1, a</b>
Payments to Other Bodies	1,561	1,561	0	379	373	6	under	1.6%	<b>a, b</b>
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	39	39	0	20	20	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>10,497</b>	<b>10,497</b>	<b>0</b>	<b>3,631</b>	<b>3,616</b>	<b>15</b>	<b>under</b>	<b>0.4%</b>	
<b>Total Controllable Inc.</b>	<b>(2,479)</b>	<b>(2,479)</b>	<b>0</b>	<b>(402)</b>	<b>(397)</b>	<b>(5)</b>	<b>under recovered</b>	<b>(1.2%)</b>	<b>b</b>
<b>Net Controllable Exp.</b>	<b>8,018</b>	<b>8,018</b>	<b>0</b>	<b>3,229</b>	<b>3,219</b>	<b>10</b>	<b>under</b>	<b>0.3%</b>	

Variance Explanations**1. Administration Costs**

The underspend reflects the reduced cost of Employability programmes in the financial year to date.

Budget Virements

- Realignment of budget to reflect 2019/20 Employability Programmes. Net Effect £0.000m: Employee Costs £0.042m, Administration Costs £0.309m and Payments to Other Bodies (£0.351m).
- Realignment of budget to reflect 2019/20 No-One Left Behind project funding from Scottish Government. Net Effect £0.000m: Payments to Other Bodies £0.180m and Income (£0.180m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Administration, Legal and Licensing Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 16/08/19</b>	<b>Actual 16/08/19</b>	<b>Variance 16/08/19</b>		<b>% Variance 16/08/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	4,266	4,266	0	1,554	1,595	(41)	over	(2.6%)	1
Property Costs	17	17	0	4	5	(1)	over	(25.0%)	
Supplies & Services	126	126	0	68	73	(5)	over	(7.4%)	
Transport & Plant	14	14	0	8	10	(2)	over	(25.0%)	
Administration Costs	2,056	2,056	0	816	810	6	under	0.7%	
Payments to Other Bodies	679	679	0	423	422	1	under	0.2%	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	48	48	0	16	12	4	under	25.0%	
<b>Total Controllable Exp.</b>	<b>7,206</b>	<b>7,206</b>	<b>0</b>	<b>2,889</b>	<b>2,927</b>	<b>(38)</b>	<b>over</b>	<b>(1.3%)</b>	
<b>Total Controllable Inc.</b>	<b>(3,188)</b>	<b>(3,188)</b>	<b>0</b>	<b>(719)</b>	<b>(781)</b>	<b>62</b>	<b>over recovered</b>	<b>8.6%</b>	<b>2</b>
<b>Net Controllable Exp.</b>	<b>4,018</b>	<b>4,018</b>	<b>0</b>	<b>2,170</b>	<b>2,146</b>	<b>24</b>	<b>under</b>	<b>1.1%</b>	

Variance Explanations**1. Employee Costs**

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

**2. Income**

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 August 2019 (No.5)

## Communications and Strategy Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 16/08/19</b>	<b>Actual 16/08/19</b>	<b>Variance 16/08/19</b>		<b>% Variance 16/08/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	1,869	1,869	0	674	663	11	under	1.6%	
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	613	613	0	244	259	(15)	over	(6.1%)	
Transport & Plant	28	28	0	0	0	0	-	n/a	
Administration Costs	955	955	0	379	396	(17)	over	(4.5%)	
Payments to Other Bodies	28	28	0	22	22	0	-	0.0%	
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	326	326	0	83	87	(4)	over	(4.8%)	
<b>Total Controllable Exp.</b>	<b>3,819</b>	<b>3,819</b>	<b>0</b>	<b>1,402</b>	<b>1,427</b>	<b>(25)</b>	<b>over</b>	<b>(1.8%)</b>	
<b>Total Controllable Inc.</b>	<b>(2,736)</b>	<b>(2,736)</b>	<b>0</b>	<b>(798)</b>	<b>(751)</b>	<b>(47)</b>	<b>under recovered</b>	<b>(5.9%)</b>	<b>1</b>
<b>Net Controllable Exp.</b>	<b>1,083</b>	<b>1,083</b>	<b>0</b>	<b>604</b>	<b>676</b>	<b>(72)</b>	<b>over</b>	<b>(11.9%)</b>	

Variance Explanations**1. Income**

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



# Report

6

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Capital Budget Monitoring 2019/2020 - Finance and Corporate Resources</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Finance and Corporate Resources for the period 1 April 2019 to 16 August 2019

## 2. Recommendation(s)

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

- (1) that the Finance and Corporate Resources capital programme of £0.993 million, and expenditure to date of £0.027 million, be noted.

## 3. Background

- 3.1. This is the second capital monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2019/2020. Further reports will follow throughout the year.
- 3.2. The budget reflects the programme for the year (Executive Committee, 29 May 2019) as well as budget adjustments approved by the Executive Committee during 2019/2020.
- 3.3. The report details the financial position for Finance and Corporate Resources in Appendix A.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. The total capital programme for Finance and Corporate Resources for 2019/2020 is £0.993 million. Anticipated spend to date was £0.043 million, and £0.027 million has been spent. This represents a position of £0.016million behind profile and this is due to the timing of project spend.

## 6. Other Implications

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

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

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

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

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

**Paul Manning**

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

18 September 2019

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

- ◆ Accountable, Effective, Efficient and Transparent

### **Previous References**

- ◆ Executive Committee - 29 May 2019
- ◆ Finance and Corporate Resources Committee - 7 August 2019

### **List of Background Papers**

- ◆ Financial ledger to 16 August 2019

### **Contact for Further Information**

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

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E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)

**South Lanarkshire Council  
Capital Expenditure 2019-2020  
Finance and Corporate Resources Programme  
For Period 1 April 2019 – 16 August 2019**

<b><u>Finance and Corporate Resources</u></b>	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Information Technology Services	929	64	0	993	43	27
<b>TOTAL</b>	<b>929</b>	<b>64</b>	<b>0</b>	<b>993</b>	<b>43</b>	<b>27</b>



# Report

7

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **2 October 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resources – Workforce  
Monitoring – June and July 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for the period June and July 2019 relating to Finance and Corporate Resources

## 2. Recommendation(s)

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

(1) that the following employment information for the period June and July 2019 relating to Finance and Corporate Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 8 June 2019

## 3. Background

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

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for July 2019 was 3.2%, which represents no change when compared to last month and is 0.2% lower than the Council-wide figure. Compared to July 2018, the Resource absence figure has increased by 0.3%.

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

For the financial year 2019/2020, the projected average days lost per employee equates to 7.8 days, compared with the overall figure for the Council of 9.8 days per employee.

**4.2. Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 51 referrals were made this period, a decrease of 11 when compared with the same period last year.

**4.3. Accident/Incident Statistics (Appendix 2)**

Three accidents/incidents were recorded within the Resource this period, an increase of 1 when compared with the same period last year.

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

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

**4.5. Analysis of Leavers (Appendix 2)**

There were 8 leavers in the Resource this period, which remains unchanged when compared with the same period last year. Exit interviews were held with 3 employees.

**5. Staffing Watch (Appendix 3)**

- 5.1. There has been an increase of 2 in the number of employees in post from 9 March 2019 to 8 June 2019.

**6. Employee Implications**

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

**7. Financial Implications**

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

**8. Other Implications**

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

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

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

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

27 August 2019

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

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

**Previous References**

- ◆ Finance and Corporate Resources Committee – 7 August 2019

**List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

**Contact for Further Information**

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

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

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

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	2.8	3.1	3.5	April		8.6	7.1	April	2.8	3.2	3.6	April	3.9	4.1	4.0	
May	3.2	3.3	3.2	May	0.0	0.4	0.0	May	3.2	3.2	3.2	May	4.2	4.2	4.4	
June	3.3	2.5	3.3	June	0.0	0.0	0.5	June	3.3	2.5	3.2	June	3.9	4.3	4.4	
July	3.1	2.9	3.3	July	0.0	0.0	2.4	July	3.0	2.9	3.2	July	3.0	3.4	3.4	
August	3.5	2.8		August	0.0	0.4		August	3.4	2.8		August	3.2	3.6		
September	4.1	3.1		September	0.0	0.0		September	4.1	3.0		September	4.0	4.4		
October	4.4	3.6		October	0.0	0.0		October	4.3	3.6		October	4.1	4.4		
November	4.2	4.6		November	0.0	0.0		November	4.1	4.6		November	4.8	5.1		
December	3.5	3.8		December	0.0	0.0		December	3.4	3.8		December	5.1	4.8		
January	4.1	3.6		January	7.0	0.0		January	4.2	3.5		January	5.0	4.9		
February	4.2	3.7		February	2.5	2.3		February	4.2	3.6		February	5.0	5.2		
March	3.8	3.2		March	16.9	9.8		March	4.0	3.3		March	4.7	4.9		
Annual Average	3.7	3.4	3.5	Annual Average	2.4	1.8	1.9	Annual Average	3.7	3.3	3.5	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	0.0	2.3	2.5	Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			972	No of Employees at 31 July 2019			11	No of Employees at 31 July 2019			983	No of Employees at 31 July 2019			15386	

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



## FINANCE AND CORPORATE RESOURCES

	Jun-Jul 2018	Jun-Jul 2019
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	14	15
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	4	0
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	28	23
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	15	13
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	1	0
<b>TOTAL</b>	62	51

CAUSE OF ACCIDENTS/INCIDENTS	Jun-Jul 2018	Jun-Jul 2019
Minor	2	0
Violent Incident: Verbal*****	0	3
<b>Total Accidents/Incidents</b>	2	3

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

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

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

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

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

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

RECORD OF DISCIPLINARY HEARINGS	Jun-Jul 2018	Jun-Jul 2019
Total Number of Hearings	0	0

RECORD OF GRIEVANCE HEARINGS	Jun-Jul 2018	Jun-Jul 2019
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Jun-Jul 2018	Jun-Jul 2019
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	Jun-Jul 2018	Jun-Jul 2019
Career Advancement	2	2
Childcare/caring responsibilities	0	1
Other	2	0
<b>Number of Exit Interviews conducted</b>	4	3

<b>Total Number of Leavers Eligible for Exit Interview</b>	8	8
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<b>Percentage of interviews conducted</b>	50%	38%
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**1. As at 8 June 2019**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
211	15	387	305	918					
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
2	132.63	349.47	236.3	62.62	27.7	6	1	0	817.72

**1. As at 9 March 2019**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
207	23	390	296	916

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
2	128.83	354.53	231.75	63.62	26.7	6	1	0	814.43

# Report

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Council-wide Workforce Monitoring – June and July 2019</b>
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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 June and July 2019

## 2. Recommendation(s)

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

(1) that the following employment information for the period June and July 2019 relating to the Council be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 8 June 2019

## 3. Background

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

## 4. Attendance Statistics

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

The Council's absence rate for July 2019, shown in Appendix 1, is 3.4%, which represents a decrease of 1.0% when compared with last month and the figure remains unchanged when compared to July 2018.

When compared to July 2018, the APT&C absence rate remains unchanged, the teachers' figure has increased by 0.2% and the manual workers' figure remains unchanged.

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

For the financial year 2019/2020, the projected average days lost per employee equates to 9.8 days.

In comparison to July 2018 (Appendix 8):-

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions have increased by 27 days.
- ◆ Total days lost due to psychological conditions have increased by 589 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 284 days.
- ◆ Total days lost due to respiratory conditions have increased by 192 days.

## **5. Occupational Health**

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

- ◆ during the period there were 230 employees referred for a medical examination, a decrease of 29 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
- ◆ a total of 355 employees attended physiotherapy treatment, showing an increase of 31 when compared to the same period last year. Of the 355 employees referred, 46% remained at work whilst undertaking treatment.
- ◆ during this period 168 employees were referred to the Employee Support Officer, showing a decrease of 9 when compared with the same period last year. Of the referrals made this period, 91% related to personal reasons.
- ◆ 109 employees were referred to the PAM Assist counselling service this period, showing an increase of 13 when compared with the same period last year. All of the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 65% of the referrals made, 17% were for work related reasons and 18% were for other reasons.
- ◆ 21 employees were referred for Cognitive Behavioural Therapy this period, a decrease of 10 when compared to the same period last year.

## **6. Accidents/Incidents**

6.1. The accident/incident report for June and July 2019 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 183, this figure has increased by 61 from the same period last year.
- ◆ there was 1 specified injury accident/incident recorded, this figure remains unchanged from the same period last year.
- ◆ there were 164 minor accidents/incidents, this figure has increased by 47 from the same period last year.
- ◆ 2 accidents resulted in an absence lasting over 3 days during the period, this figure remains unchanged from the same period last year.
- ◆ there were 16 accidents resulting in absences lasting over 7 days during the period, this figure has increased by 14 from the same period last year.

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

7.1. Information on Disciplinary, Grievance Hearings, Dignity at Work and Mediation Referrals for June and July 2019 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 17 disciplinary hearings were held across Resources within the Council, a decrease of 9 when compared to the same period last year.
- ◆ action was taken in 13 of these cases. No appeals were raised against the outcomes.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 71% of hearings met this target.
- ◆ during the period, no appeals were heard by the Appeals Panel.
- ◆ at the end of July 2019, 5 Appeals Panels were pending.
- ◆ during the period, 2 grievance cases were raised.
- ◆ during the period, 4 Dignity at Work cases were raised.
- ◆ during the period, 1 referral for mediation was submitted.

## **8. Analysis of Leavers and Exit Interviews**

8.1. Information on the number of leavers and exit interviews for the period June and July 2019 is contained in Appendix 13. Exit interviews are conducted with employees who leave voluntarily.

### **Labour Turnover**

Using information compiled from Resources and Staffing Watch information as at 8 June 2019, the Council's turnover figure for June and July is as follows:-

65 leavers eligible for exit interviews/14,519 employees in post = Labour Turnover of 0.4%.

Based on the figure at July 2019, the projected annual labour turnover figure for the financial year 2019/2020 for the Council is 3.0%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 65 employees leaving the Council that were eligible for an exit interview, a decrease of 15 when compared with the same period last year
- ◆ exit interviews were held with 20% of leavers, compared with 31% from the same period last year.

## **9 Recruitment Monitoring**

9.1. Information on Recruitment Monitoring for June and July 2019 is contained within Appendix 14.

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

- ◆ overall, 4,584 applications and 4,318 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (237), 94 were shortlisted for interview and 23 were appointed.
- ◆ of those applicants of a black/ethnic minority background (123), 36 were shortlisted for interview and 11 were appointed.

## **10. Staffing Watch**

- 10.1. There has been an increase of 136 in the number of employees in post from 9 March 2019 to 8 June 2019.

## **11. Employee Implications**

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

## **12. Financial Implications**

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

## **13. Other Implications**

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

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

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

**Paul Manning**

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

27 August 2019

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### **List of Background Papers**

- ◆ Monitoring information provided by Resources

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

APT&C				Teachers				Manual Workers				Council Wide			
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.1	4.2	4.0	April	2.1	1.9	2.9	April	5.2	5.7	5.2	April	3.9	4.1	4.0
May	4.4	4.2	4.4	May	2.7	2.1	3.2	May	5.1	6.1	5.6	May	4.2	4.2	4.4
June	4.1	4.2	4.4	June	2.2	2.3	2.7	June	4.9	6.0	5.7	June	3.9	4.3	4.4
July	3.3	3.5	3.5	July	0.8	1.0	1.2	July	4.5	5.1	5.1	July	3.0	3.4	3.4
August	3.7	3.7		August	1.0	1.2		August	4.5	5.4		August	3.2	3.6	
September	4.4	4.4		September	2.2	2.2		September	5.0	6.2		September	4.0	4.4	
October	4.3	4.7		October	2.4	2.2		October	5.4	5.8		October	4.1	4.4	
November	4.7	5.3		November	3.5	3.5		November	6.1	6.0		November	4.8	5.1	
December	4.9	4.9		December	3.8	3.1		December	6.7	6.3		December	5.1	4.8	
January	5.0	4.7		January	3.0	3.3		January	6.6	6.6		January	5.0	4.9	
February	5.2	4.9		February	3.0	4.0		February	6.5	6.7		February	5.0	5.2	
March	4.8	4.7		March	2.9	3.9		March	6.2	6.1		March	4.7	4.9	
Annual Average	4.4	4.5	4.5	Annual Average	2.5	2.6	2.8	Annual Average	5.6	6.0	5.9	Annual Average	4.2	4.4	4.5
Average Apr-Jul	4.0	4.0	4.1	Average Apr-Jul	2.0	1.8	2.5	Average Apr-Jul	4.9	5.7	5.4	Average Apr-Jul	3.8	4.0	4.1
No of Employees at 31 July 2019			7133	No of Employees at 31 July 2019			3768	No of Employees at 31 July 2019			4485	No of Employees at 31 July 2019			15386

For the financial year 2019/20, the projected average days lost per employee equates to 9.8 days.

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

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	3.9	3.2	4.0	April	5.2	5.4	4.4	April	4.8	5.0	4.3	April	3.9	4.1	4.0	
May	4.4	2.8	3.6	May	5.7	6.0	5.1	May	5.4	5.5	4.9	May	4.2	4.2	4.4	
June	4.2	3.8	3.9	June	5.1	5.8	5.5	June	4.9	5.5	5.3	June	3.9	4.3	4.4	
July	3.4	4.3	3.9	July	4.2	4.5	4.3	July	4.0	4.4	4.3	July	3.0	3.4	3.4	
August	3.6	4.8		August	4.5	5.3		August	4.3	5.2		August	3.2	3.6		
September	3.4	6.0		September	5.0	6.2		September	4.8	6.2		September	4.0	4.4		
October	3.8	3.8		October	5.6	5.8		October	5.3	5.5		October	4.1	4.4		
November	4.5	4.8		November	6.2	6.2		November	5.9	6.0		November	4.8	5.1		
December	3.6	4.1		December	6.4	6.0		December	5.9	5.7		December	5.1	4.8		
January	3.0	3.4		January	6.3	6.1		January	5.7	5.6		January	5.0	4.9		
February	3.0	4.1		February	6.8	6.3		February	6.1	5.9		February	5.0	5.2		
March	3.4	4.8		March	6.1	5.6		March	5.6	5.5		March	4.7	4.9		
Annual Average	3.7	4.2	4.3	Annual Average	5.6	5.8	5.6	Annual Average	5.2	5.5	5.4	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	4.0	3.5	3.9	Average Apr-Jul	5.1	5.4	4.8	Average Apr-Jul	4.8	5.1	4.7	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			556	No of Employees at 31 July 2019			2815	No of Employees at 31 July 2019			3371	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 11.9 days.



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

APT&C				Teachers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	4.0	4.1	3.5	April	2.1	1.9	2.9	April	2.9	2.8	3.2	April	3.9	4.1	4.0	
May	4.7	4.5	4.2	May	2.7	2.1	3.2	May	3.5	3.1	3.6	May	4.2	4.2	4.4	
June	3.6	4.4	3.8	June	2.2	2.3	2.7	June	2.8	3.2	3.2	June	3.9	4.3	4.4	
July	2.1	2.4	2.4	July	0.8	1.0	1.2	July	1.3	1.6	1.7	July	3.0	3.4	3.4	
August	2.7	2.7		August	1.0	1.2		August	1.7	1.8		August	3.2	3.6		
September	4.3	4.1		September	2.2	2.2		September	3.0	3.0		September	4.0	4.4		
October	4.6	4.7		October	2.4	2.2		October	3.3	3.2		October	4.1	4.4		
November	5.0	5.7		November	3.5	3.5		November	4.1	4.4		November	4.8	5.1		
December	5.3	5.4		December	3.8	3.1		December	4.4	4.1		December	5.1	4.8		
January	5.2	5.1		January	3.0	3.3		January	3.9	4.1		January	5.0	4.9		
February	5.5	5.3		February	3.0	4.0		February	4.0	4.5		February	5.0	5.2		
March	4.7	5.0		March	2.9	3.9		March	3.7	4.4		March	4.7	4.9		
Annual Average	4.3	4.5	4.3	Annual Average	2.5	2.6	2.8	Annual Average	3.2	3.4	3.4	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	3.6	3.9	3.5	Average Apr-Jul	2.0	1.8	2.5	Average Apr-Jul	2.6	2.7	2.9	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			2872	No of Employees at 31 July 2019			3768	No of Employees at 31 July 2019			6640	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 7.1 days.

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

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	2.8	3.1	3.5	April		8.6	7.1	April	2.8	3.2	3.6	April	3.9	4.1	4.0	
May	3.2	3.3	3.2	May	0.0	0.4	0.0	May	3.2	3.2	3.2	May	4.2	4.2	4.4	
June	3.3	2.5	3.3	June	0.0	0.0	0.5	June	3.3	2.5	3.2	June	3.9	4.3	4.4	
July	3.1	2.9	3.3	July	0.0	0.0	2.4	July	3.0	2.9	3.2	July	3.0	3.4	3.4	
August	3.5	2.8		August	0.0	0.4		August	3.4	2.8		August	3.2	3.6		
September	4.1	3.1		September	0.0	0.0		September	4.1	3.0		September	4.0	4.4		
October	4.4	3.6		October	0.0	0.0		October	4.3	3.6		October	4.1	4.4		
November	4.2	4.6		November	0.0	0.0		November	4.1	4.6		November	4.8	5.1		
December	3.5	3.8		December	0.0	0.0		December	3.4	3.8		December	5.1	4.8		
January	4.1	3.6		January	7.0	0.0		January	4.2	3.5		January	5.0	4.9		
February	4.2	3.7		February	2.5	2.3		February	4.2	3.6		February	5.0	5.2		
March	3.8	3.2		March	16.9	9.8		March	4.0	3.3		March	4.7	4.9		
Annual Average	3.7	3.4	3.5	Annual Average	2.4	1.8	1.9	Annual Average	3.7	3.3	3.5	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	0.0	2.3	2.5	Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			972	No of Employees at 31 July 2019			11	No of Employees at 31 July 2019			983	No of Employees at 31 July 2019			15386	

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

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

APT&C				Manual Workers				Resource Total				Council Wide							
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020				
April	4.3	3.9	3.9	April	4.5	6.5	6.7	April	4.4	4.9	5.0	April	3.9	4.1	4.0				
May	4.2	3.6	4.2	May	3.9	6.5	5.1	May	4.1	4.8	4.5	May	4.2	4.2	4.4				
June	3.9	4.0	4.8	June	4.4	6.2	5.0	June	4.1	4.9	4.9	June	3.9	4.3	4.4				
July	4.3	3.7	4.1	July	4.9	6.3	5.4	July	4.5	4.8	4.6	July	3.0	3.4	3.4				
August	4.7	4.1		August	4.0	5.5		August	4.4	4.6		August	3.2	3.6					
September	4.3	4.5		September	4.5	6.2		September	4.4	5.2		September	4.0	4.4					
October	3.8	4.3		October	4.4	5.9		October	4.0	4.9		October	4.1	4.4					
November	4.9	4.8		November	6.4	6.5		November	5.5	5.5		November	4.8	5.1					
December	5.0	4.4		December	9.0	6.5		December	6.6	5.3		December	5.1	4.8					
January	5.4	4.2		January	7.3	7.0		January	6.2	5.3		January	5.0	4.9					
February	5.2	4.2		February	6.1	6.6		February	5.6	5.2		February	5.0	5.2					
March	5.1	4.2		March	6.0	7.3		March	5.4	5.5		March	4.7	4.9					
Annual Average	4.6	4.2	4.3	Annual Average	5.5	6.4	6.1	Annual Average	4.9	5.1	5.0	Annual Average	4.2	4.4	4.5				
Average Apr-Jul	4.2	3.8	4.3	Average Apr-Jul	4.4	6.4	5.6	Average Apr-Jul	4.3	4.9	4.8	Average Apr-Jul	3.8	4.0	4.1				
No of Employees at 31 July 2019				883	No of Employees at 31 July 2019				551	No of Employees at 31 July 2019				1434	No of Employees at 31 July 2019				15386

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

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

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	5.0	5.3	5.0	April	5.6	6.2	6.9	April	5.2	5.6	5.6	April	3.9	4.1	4.0	
May	4.9	5.1	5.6	May	4.1	6.2	7.7	May	4.6	5.4	6.3	May	4.2	4.2	4.4	
June	5.3	5.2	5.8	June	4.6	6.3	6.9	June	5.1	5.6	6.2	June	3.9	4.3	4.4	
July	4.8	5.2	5.1	July	4.9	6.4	7.7	July	4.8	5.6	5.9	July	3.0	3.4	3.4	
August	4.9	5.0		August	4.7	5.9		August	4.8	5.3		August	3.2	3.6		
September	5.0	5.0		September	5.2	6.1		September	5.1	5.4		September	4.0	4.4		
October	4.2	5.7		October	5.8	5.6		October	4.8	5.6		October	4.1	4.4		
November	4.4	5.4		November	5.9	5.3		November	4.9	5.4		November	4.8	5.1		
December	5.6	5.1		December	6.1	6.9		December	5.7	5.7		December	5.1	4.8		
January	5.5	5.2		January	7.3	8.4		January	6.1	6.2		January	5.0	4.9		
February	6.1	5.5		February	5.8	8.5		February	6.0	6.5		February	5.0	5.2		
March	5.7	5.4		March	6.5	6.5		March	5.9	5.8		March	4.7	4.9		
Annual Average	5.1	5.3	5.3	Annual Average	5.5	6.5	6.9	Annual Average	5.3	5.7	5.8	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	5.0	5.2	5.4	Average Apr-Jul	4.8	6.3	7.3	Average Apr-Jul	4.9	5.6	6.0	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			1850	No of Employees at 31 July 2019			1108	No of Employees at 31 July 2019			2958	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 13.1 days.

## ABSENCE BY LONG AND SHORT TERM

From: 1 May 2019 - 31 July 2019

Resource	No of employees	May 2019			June 2019			July 2019		
		Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	3371	1.9	3.0	4.9	1.9	3.4	5.3	1.1	3.2	4.3
Education	6640	1.1	2.5	3.6	1.1	2.1	3.2	0.1	1.6	1.7
Finance and Corporate	983	1.3	1.9	3.2	1.1	2.1	3.2	1.2	2.0	3.2
Housing & Technical	1434	1.9	2.6	4.5	2.2	2.7	4.9	1.6	3.0	4.6
Social Work	2958	1.7	4.6	6.3	2.0	4.2	6.2	1.5	4.4	5.9
<b>Council Overall for May 2019 - July 2019</b>	<b>15386</b>	<b>1.5</b>	<b>2.9</b>	<b>4.4</b>	<b>1.6</b>	<b>2.8</b>	<b>4.4</b>	<b>0.8</b>	<b>2.6</b>	<b>3.4</b>

**ATTENDANCE MONITORING**  
**Absence Classification**

From : 1 July - 31 July 2019

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1176	37	515	21	104	16	450	32	811	25	3056	28
Psychological	622	19	1055	44	388	60	441	31	1198	36	3704	34
Stomach, Bowel, Blood, Metabolic Disorders	375	12	211	9	10	2	186	13	359	11	1141	10
Respiratory	224	7	22	1	12	2	85	6	112	3	455	4
Other Classification	809	25	617	25	138	21	259	18	821	25	2644	24
<b>Total Days Lost By Resource</b>	3206	100	2420	100	652	100	1421	100	3301	100	11000	100
<b>Total Work Days Available</b>	75139		141286		20111		30699		55510			

From : 1 July - 31 July 2018

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1231	39	425	21	103	18	315	22	955	32	3029	30
Psychological	720	23	758	38	176	30	542	38	919	31	3115	31
Stomach, Bowel, Blood, Metabolic Disorders	257	8	168	8	73	13	94	7	265	9	857	8
Respiratory	124	4	18	1	29	5	20	1	72	2	263	3
Other Classification	830	26	624	31	198	34	448	32	795	26	2895	28
<b>Total Days Lost By Resource</b>	3162	100	1993	100	579	100	1419	100	3006	100	10159	100
<b>Total Work Days Available</b>	71212		128007		20162		29859		53522			

\*WDL = Work Days Lost

## OCCUPATIONAL HEALTH REPORTS

FROM: 1 June 2019 - 31 July 2019 comparison with 1 June 2018 - 31 July 2018

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Jun-Jul 2019)	54	12	25	15	49	75	230
TOTAL (Jun-Jul 2018)	56	13	32	14	55	89	259

No of Employees Referred For Physiotherapy		
RESOURCE	Jun-Jul 2018	Jun-Jul 2019
Community and Enterprise	66	88
Education (Teachers)	43	37
Education (Others)	31	49
Finance and Corporate	28	23
Housing and Technical	50	57
Social Work	106	101
TOTAL	324	355

No of Employees Referred To Employee Support Officer		
RESOURCE	Jun-Jul 2018	Jun-Jul 2019
Community and Enterprise	45	35
Education	48	46
Finance and Corporate	15	13
Housing and Technical	24	20
Social Work	45	54
TOTAL	177	168

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Jun-Jul 2018	Jun-Jul 2019
Community and Enterprise	5	2
Education	8	1
Finance and Corporate	1	0
Housing and Technical	8	2
Social Work	9	6
Not Disclose	0	10
TOTAL	31	21

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 (Jun-Jul 2019)	19	0	1	0	71	0	14	4	0	109	0	
TOTAL (Jun-Jul 2018)	19	1	0	1	60	1	0	14	0	93	3	
									Total Referrals (Jun-Jul 2019)		109	
									Total Referrals (Jun-Jul 2018)		96	

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

FROM: 1 June 2019 - 31 July 2019 comparison with 1 June 2018 - 31 July 2018

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Specified Injury	0	0	1	1	0	0	0	0	0	0	1	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Specified Injury*</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Over 7-day	9	2	1	0	0	0	2	1	2	0	14	2
Violent Incident: Physical	0	0	0	0	0	0	0	0	2	0	2	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Over 7-day**</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>16</b>	<b>2</b>
Over 3-day	1	1	0	0	0	0	0	0	1	0	2	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
<b>Total Over 3-day**</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>
Minor	11	6	3	0	0	2	5	3	4	4	23	15
Near Miss	5	2	1	0	0	0	1	1	1	1	8	4
Violent Incident: Physical	6	3	98	79	0	0	1	0	8	7	113	89
Violent Incident: Verbal	1	1	10	6	3	0	2	1	4	1	20	9
<b>Total Minor***</b>	<b>23</b>	<b>12</b>	<b>112</b>	<b>85</b>	<b>3</b>	<b>2</b>	<b>9</b>	<b>5</b>	<b>17</b>	<b>13</b>	<b>164</b>	<b>117</b>
<b>Total Accidents/Incidents</b>	<b>33</b>	<b>15</b>	<b>114</b>	<b>86</b>	<b>3</b>	<b>2</b>	<b>11</b>	<b>6</b>	<b>22</b>	<b>13</b>	<b>183</b>	<b>122</b>

\*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 June 2019 - 31 July 2019 comparison with 1 June 2018 - 31 July 2018

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	0	8	N/A	8	0	2	N/A	2	0	6	N/A	6	6	2	0	100%
EDUCATION	2	0	0	2	0	0	0	0	2	0	0	2	2	0	0	100%
HOUSING & TECHNICAL	2	0	N/A	2	0	0	N/A	0	2	0	N/A	2	0	0	2	0%
SOCIAL WORK	3	2	N/A	5	1	1	N/A	2	2	1	N/A	3	2	0	3	40%
TOTAL (Jun-Jul 2019)	7	10	0	17	1	3	0	4	6	7	0	13	10	2	5	71%
TOTAL (Jun-Jul 2018)	5	20	1	26	0	6	0	6	5	14	1	20	9	13	4	85%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
TOTAL (Jun-Jul 2019)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (Jun-Jul 2018)	1	1	0	2	0	0	0	0	0	0	0	0	1	1	0	2	0

\*Resources nil responses are not included in figures

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

## APPEALS PANEL

FROM: 1 June 2019 - 31 July 2019

APPEALS PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	0	0	0	0	5

**RECORD OF GRIEVANCES****FROM: 1 June 2019 - 31 July 2019 comparison with 1 June 2018 - 31 July 2018**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Jun-Jul 2019)	2	0	0	0	2
TOTAL (Jun-Jul 2018)	2	0	2	0	0

**DIGNITY AT WORK****FROM: 1 June 2019 - 31 July 2019 comparison with 1 June 2018 - 31 July 2018**

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
TOTAL (Jun-Jul 2019)	4	0	1	0	0	3
TOTAL (Jun-Jul 2018)	2	0	2	0	0	0

\*Resources nil responses are not included in figures

## REFERRALS FOR WORKPLACE MEDIATION

As at July 2019

WORKPLACE MEDIATION	Jun-19	Jul-19
No of Referrals	1	0
*No of Successful Cases	0	0
*No of Unsuccessful Cases	0	0
No of cases unsuitable for mediation	0	1

WORKPLACE MEDIATION	Jun-18	Jul-18
No of Referrals	0	0
*No of Successful Cases	0	0
*No of Unsuccessful Cases	0	0
No of cases unsuitable for mediation	0	0

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

## ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

## EXIT INTERVIEWS (Jun-Jul 2019)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CHILD CARING / CARING RESPONSIBILITIES	1	0	1	1	0	3	23
CAREER ADVANCEMENT	0	0	2	0	0	2	15
PERSONAL REASONS	0	0	0	1	1	2	15
FURTHER EDUCATION	0	1	0	0	0	1	8
POOR RELATIONSHIPS WITH MANAGERS / COLLEAGUES	0	1	0	0	0	1	8
OTHER	0	1	0	1	2	4	31
NUMBER OF EXIT INTERVIEWS CONDUCTED	1	3	3	3	3	13	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	20	12	8	7	18	65	
% OF LEAVERS INTERVIEWED	5	25	38	43	17	20	

## EXIT INTERVIEWS (Jun-Jul 2018)

NUMBER OF EXIT INTERVIEWS CONDUCTED	4	4	4	2	11	25	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	24	19	8	5	24	80	
% OF LEAVERS INTERVIEWED	17	21	50	40	46	31	

\* Note these totals include temporary employees

## RECRUITMENT MONITORING

## Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 June 2019 - 31 July 2019

Total Number of applications received:	4584
Total Number of Equal Opportunities Monitoring forms received:	4318
Total Number of posts recruited for:	250
Total Number of appointments:	686

Gender / Disability / Age	Applied	Interviewed	Appointed
Total EO Forms Received	4318	1428	539
Total No of Male Applicants	1728	516	170
Total No of Female Applicants	2573	863	369
Total No of Disabled Applicants	237	94	23
Total No of applicants aged under 50	3541	1090	417
Total No of applicants aged over 50	746	285	102
Total No of White applicants	4154	1343	443
Total No of Black/Ethnic minority applicants*	123	36	11

FROM : 1 June 2018 - 31 July 2018

Total Number of applications received:	1279
Total Number of Equal Opportunities Monitoring forms received:	1279
Total Number of posts recruited for:	161
Total Number of appointments:	161

Gender / Disability / Age	Applied	Interviewed	Appointed
Total EO Forms Received	1279	323	161
Total No of Male Applicants	405	89	37
Total No of Female Applicants	804	222	89
Total No of Disabled Applicants	128	83	11
Total No of applicants aged under 50	957	246	98
Total No of applicants aged over 50	189	69	26
Total No of White applicants	1145	306	126
Total No of Black/Ethnic minority applicants*	34	8	0

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

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 8 June 2019

#### Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent									
	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3127	1384	211	203	1329	2293.21	1.00	1565.68	416.67	234.13	48.73	17.00	4.00	6.00	0.00
Education - Others	2730	133	87	459	2051	1950.21	1.00	1261.17	430.72	133.98	29.80	13.00	4.00	61.14	15.40
Education - Teachers	3670	676	59	2213	722	3357.33	0.00	1.03	0.00	0.00	0.00	0.00	0.00	4.00	3352.30
Finance & Corporate Resources	918	211	15	387	305	817.72	2.00	132.63	349.47	236.30	62.62	27.70	6.00	1.00	0.00
Housing & Technical	1295	845	22	290	138	1242.96	1.00	189.07	652.55	351.34	37.00	10.00	2.00	0.00	0.00
Social Work Resources	2779	226	193	918	1442	2395.45	1.00	1339.26	474.47	533.72	20.00	25.00	2.00	0.00	0.00
						8699.55	(excluding Teachers)								
<b>Total All Staff</b>	<b>14519</b>	<b>3475</b>	<b>587</b>	<b>4470</b>	<b>5987</b>	<b>12056.88</b>	<b>6.00</b>	<b>4488.84</b>	<b>2323.88</b>	<b>1489.47</b>	<b>198.15</b>	<b>92.70</b>	<b>18.00</b>	<b>72.14</b>	<b>3367.70</b>

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 March 2019

#### Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent									
	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3030	1269	212	204	1345	2185.57	1.00	1445.36	421.82	242.75	47.64	17.00	4.00	6.00	0.00
Education - Others	2707	127	84	465	2031	1938.68	1.00	1260.60	429.56	124.68	28.80	15.00	4.00	59.64	15.40
Education - Teachers	3659	675	61	2209	714	3349.03	0.00	1.03	0.00	0.00	0.00	0.00	0.00	4.00	3344.00
Finance & Corporate Resources	916	207	23	390	296	814.43	2.00	128.83	354.53	231.75	63.62	26.70	6.00	1.00	0.00
Housing & Technical	1306	852	19	299	136	1254.18	1.00	189.46	670.63	346.09	35.00	10.00	2.00	0.00	0.00
Social Work Resources	2765	218	191	910	1446	2384.81	1.00	1328.99	466.47	544.35	20.00	22.00	2.00	0.00	0.00
						8577.67	(excluding Teachers)								
<b>Total All Staff</b>	<b>14383</b>	<b>3348</b>	<b>590</b>	<b>4477</b>	<b>5968</b>	<b>11926.70</b>	<b>6.00</b>	<b>4354.27</b>	<b>2343.01</b>	<b>1489.62</b>	<b>195.06</b>	<b>90.70</b>	<b>18.00</b>	<b>70.64</b>	<b>3359.40</b>

# Report

9

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **2 October 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**

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

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of Revenue Collection performance for financial year 2019/2020 to the end of July 2019
- ◆ seek approval for write offs

## 2. Recommendation(s)

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

- (1) that performance in the collection of revenue be noted; and  
 (2) that write offs for the following be approved:-
- |                                       |               |
|---------------------------------------|---------------|
| ◆ Council Tax                         | £417,971.63   |
| ◆ Non Domestic Rates                  | £1,502,818.65 |
| ◆ BID Levy                            | £11,211.51    |
| ◆ Sundry Debt                         | £103,419.76   |
| ◆ Housing Rent and associated charges | £160,305.00   |

## 3. Background

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

## 4. Current Collection Performance

- 4.1. The first table in Appendix 1 presents the collection performance for Council Tax, NDR and Sundry Debts for financial year 2019/2020.
- 4.2. The annual Council Tax collection target for 2019/2020 has been set at 95.8%. Council Tax collection is currently 40.66%, ahead of target by 0.06% and ahead of comparable performance in 2018/2019 by 0.13%.
- 4.3. A Non Domestic Rates (NDR) collection target of 98.0% has been set for 2019/2020. NDR collection is currently 28.6%, ahead of target by 0.1% and ahead of comparable performance in 2018/2019 by 0.1%.
- 4.4. The 2019/2020 annual target for Sundry Debt collection has been set at 98.0%. Sundry Debt collection to 31 July 2019 was 97.8%, below target by 0.2%.

## **5. Arrears Collection Performance**

- 5.1. Arrears collection performance for Council Tax, NDR and Sundry Debt is presented in the second table of Appendix 1.
- 5.2. The 2019/2020 arrears annual target for Council Tax has been set at £3.500m, with collection to 31 July 2019 of £1.455m, behind target by £0.068m (1.9%).
- 5.3. The 2019/2020 arrears target for NDR has been set at £2.800m, with collection to 31 July 2019 of £0.713m, behind target by £0.105m (3.7%).
- 5.4. The 2019/2020 arrears target for Sundry Debt has been set at £8.991m, with collection to 31 July 2019 of £6.458m, behind target by £0.240m (2.7%).

## **6. Proposals for Write Off**

- 6.1. Approval for write off of the following irrecoverable debts is requested from Committee. The Council has a statutory obligation to write off accounts where the debtor is deceased, sequestrated, in liquidation or the debt is prescribed.
- 6.2. The proposed write off of Council Tax accounts dating from 1993/1994 to 2019/2020 totals £417,971.63, relating mainly to prescribed debt, sequestrations and estates of the deceased.
- 6.3. The value of accounts currently marked for write off in the Non Domestic Rates system from rating years 2017/2018 to 2019/2020 totals £1,502,818.65. These debts are deemed to be irrecoverable because the debtor is in liquidation, has ceased trading or has been sequestrated.
- 6.4. Approval is sought for the write off of Business Improvement District (BID) Levies totalling £11,211.51, administered by the Council on behalf of the Hamilton and Carlisle BID companies. There is no financial impact on the Council for these write offs.
- 6.5. Following consultation and agreement with Resources, the proposed write off of Sundry Debt totals £103,419.76.
- 6.6. Approval is sought for the write off of former tenant rent arrears of £124,264.71, factoring arrears of £519.38 and Housing Benefit Overpayments of £35,520.91.
- 6.7. A full list of all debts proposed for write off is held by the Executive Director (Finance and Corporate Resources).

## **7. Employee Implications**

- 7.1. None.

## **8. Financial Implications**

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

## **9. Other Implications**

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



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

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

10.1. There is no requirement to carry out an impact assessment in terms of the proposals within this report.

10.2. There is no requirement to undertake any consultation in relation to the content of this report.

**Paul Manning**

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

6 September 2019

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

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

### **Previous References**

- ◆ Finance and Corporate Resources Committee - 7 August 2019

### **List of Background Papers**

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

### **Contact for Further Information**

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

Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

E-mail: [craig.fergusson@southlanarkshire.gov.uk](mailto:craig.fergusson@southlanarkshire.gov.uk)

**SOUTH LANARKSHIRE COUNCIL**  
**REVENUES COLLECTION**  
**FOR PERIOD ENDING 31 JULY 2019**

	<b>Annual Cash Budget £000's</b>	<b>Budget Target to 31/07/19 £000's</b>	<b>Actual to 31/07/19 £000's</b>	<b>Variance to 31/07/19 £000's</b>		<b>% Variance to annual budget</b>	<b>Notes</b>
<b>FINANCIAL YEAR 2019/2020</b>							
Council Tax	132,353	56,091	56,170	78	over	0.06%	
Non Domestic Rates	344,072	100,062	100,422	360	over	0.1%	
Sundry Debt	92,254	92,254	92,091	(163)	under	-0.2%	
<b>ARREARS</b>							
Council Tax	3,500	1,523	1,455	(68)	under	-1.9%	
Non Domestic Rates	2,800	818	713	(105)	under	-3.7%	
Sundry Debt	8,991	6,698	6,458	(240)	under	-2.7%	

# Report

10

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>2 October 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Procurement Strategy Update and Annual Review – 2019/2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on progress in relation to the Procurement Strategy Action Plan
- ◆ present the Procurement Strategy Annual Review for 2019/2020 for approval

## 2. Recommendation(s)

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

- (1) that progress in achievement of the Action Plan be noted; and
- (2) that the Procurement Strategy Annual Review for 2019/2020 and associated new actions be noted.

## 3. Background

- 3.1. Under section 15 of the Procurement Reform (Scotland) Act 2014, the Council is required to publish a Procurement Strategy and review the Strategy annually.
- 3.2. The Council's Procurement Strategy 2017-2020 was approved by the Executive Committee at its meeting on 8 February 2017.
- 3.3. The Strategy has been subject to an annual review for 2019/2020, with a focus on the identification of further improvement opportunities. However, looking forward to 2020 and the preparation of a new three year strategy, there will be a requirement to conduct a more in-depth review of both the structure and content.
- 4. **Strategy Action Plan Update**
  - 4.1. Appendix 1 details the Action Plan with progress of each of the actions noted to the end of August 2019.
  - 4.2. A total of 50 actions are included in the Action Plan, with progress summarised in the table below:-

Category	Number	Comment
Complete	38	76% of actions have been completed.
On target	4	8% of actions are progressing.
Slipped	4	8% of actions have revised completion dates.
New Actions	4	The new actions are detailed below.
<b>Total</b>	<b>50</b>	

4.3. Progress against the following actions has been achieved:-

- ◆ Action 1.6: the Council's Annual Procurement Report 2018/2019 was noted by this Committee on 7 August 2019 and published in September 2019
- ◆ Action 4.3: the Procurement Service has undertaken extensive market engagement with small and medium sized enterprises (SMEs) in partnership with the Supplier Development Programme, including a successful Meet the Buyer event in November 2018 and pre market bidder engagement for Adult Supported Living and Early Learning and Childcare in April and July 2019
- ◆ Action 4.5: the Council awarded a signage contract to Scotland's Bravest Manufacturing Company, a Supported Business from the Scottish Government Supported Business Framework in March 2019
- ◆ Action 9.1: the Council continues to improve on the volume of payments made through automated e-invoicing, with 56,441 invoices (22%) paid in 2018/2019
- ◆ Action 12.2: the Council's Procurement and Commercial Improvement Programme (PCIP) focused assessment took place on 20 September 2018 with the results reported in February 2019. Scotland Excel confirmed that the Council's score increased to 78% (from 71% in 2016) and the Council remains in the top performance band

## 5. Procurement Strategy Annual Review

5.1. The Council's Procurement Strategy has been reviewed for relevance and compliance. No amendments are required to the Strategy document, however, some new priorities have been identified for the associated Action Plan.

5.2. The updated Action Plan is included at Appendix 1 with new actions included as noted below:-

- ◆ Ref 3.4: Category Plans
- ◆ Ref 4.8: Social Enterprises
- ◆ Ref 6.5: Community Benefits
- ◆ Ref 12.6: Project Management Software

### 5.3. Category Plans (ref 3.4)

5.3.1. Following recommendations from the PCIP assessment carried out in September 2018, the development of category plans for Social Care, Construction and IT Services is scheduled to be completed by March 2020.

### 5.4. Social Enterprises (ref 4.8)

5.4.1. The Procurement Service is contributing to the development of the Council's approach to engaging with Social Enterprises, specifically in respect of contractual opportunities.

- 5.4.2. This work will involve considering the types of contractual opportunities that may be of interest to Social Enterprises and an analysis of the Social Enterprise market that exists in South Lanarkshire. The exercise will also provide an opportunity to highlight to the sector the steps that should be taken to participate in tendering exercises that may be of interest.
- 5.5. Community Benefits (ref 6.5)
- 5.5.1. Procurement are currently reviewing the approach to Community Benefit arrangements with a view to making recommendations for improving the initial identification of requirements and the level of community benefits achieved. It is also recognised that improvements can be made to the monitoring and reporting of community benefits.
- 5.6. Project Management Software (ref 12.6)
- 5.6.1. The Procurement Service is currently working with IT Services to consider the feasibility of a project management software solution to plan, monitor and report on progress of tender projects.
- 6. Employee Implications**
- 6.1. None.
- 7. Financial Implications**
- 7.1. None.
- 8. Other Implications**
- 8.1. The Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a Procurement Strategy. An organisation must also review its Procurement Strategy annually and make such revisions as it considers appropriate for the purposes of the Act. The risk of non-compliance is mitigated by the proposals in this report.
- 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. Consultation on the review of the Procurement Strategy and proposed new actions has taken place with the Procurement Network.

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

3 September 2019

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

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

**Previous References**

- ◆ Procurement Strategy 2017-2020, Executive Committee, 8 February 2017
- ◆ Procurement Strategy – Action Plan Update 2017/2018, Finance and Corporate Resources Committee, 20 June 2018
- ◆ Procurement Strategy Annual Review 2018/2019, Finance and Corporate Resources Committee, 19 September 2018
- ◆ Annual Procurement Report 2018/2019, Finance and Corporate Resources Committee, 7 August 2019

**List of Background Papers**

- ◆ None

**Contact for Further Information**

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

Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

E-mail: [craig.fergusson@southlanarkshire.gov.uk](mailto:craig.fergusson@southlanarkshire.gov.uk)

## Procurement Strategy Action Plan 2019/2020

Objective	Action	Responsibility	Timescale	Status	Update
<b>1. Procurement leadership and governance</b>	<b>1.1</b> Develop the role and structure of the Procurement Forum as a mechanism for disseminating information and the development of policies and standards.	Procurement Service	June 2018	Complete	Procurement Network represents all Council Resources and meets quarterly.
	<b>1.2</b> Review and update standard procurement documentation to ensure continuous improvement and ongoing compliance.	Procurement Service and Legal Services	March 2019	Complete	Procurement documentation updated to reflect new legislative and best practice requirements, including new Housing and Technical templates and a revised Sourcing Strategy.
	<b>1.3</b> Develop and implement a new structure for the Procurement Service.	Executive Director (Finance and Corporate Resources) / Head of Finance (Transactions) / Procurement Service	March 2018 revised to February 2019	Complete	An updated structure was included in the Finance Review recommendations approved in the 2019/2020 revenue budget.
	<b>1.4</b> Review of procurement risks.	Procurement Service / Insurance and Risk Management	December 2018	Complete	Review of procurement risk included in Top Risks report submitted to CMT on 15 November 2018.
	<b>1.5</b> Internal audit review of procurement practices.	Internal Audit	March 2019	Complete	Internal Audit follow up work with Roads complete and preliminary work complete for Housing and Technical Resources. Further work planned in Housing and Technical Resources in 2019/2020.

Objective	Action	Responsibility	Timescale	Status	Update
	<b>1.6</b> Provision of an annual performance report to the Corporate Management Team and Finance and Corporate Resources Committee.	Procurement Service	September 2018	Complete	The annual performance report for 2018/2019 was approved by Finance and Corporate Resources Committee on 7 August 2019.
	<b>1.7</b> Review Direct Award and Framework procurements.	Procurement Service	March 2019 revised to September 2019	Slipped	A draft report has been circulated to Executive Directors for comment with dialogue taking place with Resources on the feedback provided. (combined with 2.1)
	<b>1.8</b> Conduct annual service planning exercise to identify future procurement activity.	Procurement Service and Resources	March 2019	Complete	All Resources responded to procurement service plan.
<b>2. Prevention of Fraud and the Disruption of Serious and Organised Crime</b>	<b>2.1</b> Conduct a review of procurement processes across the Council and the management information used in the scrutiny of contract spend.	Procurement Service / Internal Audit	March 2019 revised to September 2019.	Slipped	A draft report has been circulated to Executive Directors for comment with dialogue taking place with Resources on the feedback provided (combined with 1.7)
	<b>2.2</b> Continue to work with and share information with Police Scotland to ensure serious and organised crime does not benefit from Council contracts.	Procurement Service / Legal Services	March 2019	Complete	Procurement and Legal staff continue to work with Police Scotland on contract risk areas.
<b>3. Defining the supply need</b>	<b>3.1</b> Report to the Corporate Management Team on high value/high risk procurements.	Procurement Service	November 2018	Complete	High risk high value report submitted to CMT six monthly.



Objective	Action	Responsibility	Timescale	Status	Update
	<b>3.2</b> Assessment for scrutiny of high value/high risk procurements as appropriate.	All Resources	March 2019	Complete	All sourcing strategies subject to scrutiny scoring.
	<b>3.3</b> Development of a procurement process on preliminary market engagement.	Procurement Service	March 2018	Complete	The need for preliminary market engagement is reflected in the sourcing strategy.
	<b>3.4</b> Develop category plans for Social Care, Construction and IT ( <b>new 2019/2020</b> )	Procurement Service	March 2020	On target	Introduction of category plans recommended by PCIP assessment.
<b>4. Sourcing</b>	<b>4.1</b> Enhance the existing sourcing methodology to mandate early engagement for all regulated and EU regulated procurements where practicable.	Procurement Service	June 2018	Complete	The market research section of the sourcing strategy has been updated to reflect this requirement.
	<b>4.2</b> Prior Information Notice (PIN) to be published for all Regulated contracts at least 2 months before tender is released to the market where practicable.	Procurement Service	February 2017	Complete	Complete.
	<b>4.3</b> Hold information sharing events where appropriate.	Procurement Service/ SDP	March 2019	Complete	Arrangements in place with the Supplier Development Programme to support pre tender events and wider market engagements. Recent events include Meet the Buyer in November 2019, Adult Supported Living and Early Learning and Childcare Bidder events in April and June 2019.

Objective	Action	Responsibility	Timescale	Status	Update
	<b>4.4</b> Enhance the tendering skills of Lanarkshire based companies.	Procurement Service / Supplier Development Programme	March 2019	Complete	Monthly meetings with Economic Development and Supplier Development Programme in place with an ongoing programme of supplier engagement activities.
	<b>4.5</b> Identify opportunities to contract with Supported Businesses	Procurement Service	March 2019	Complete	New Scottish Government Supported Business framework published January 2019 and signage contract awarded to Scotland's Bravest in March 2019. A further supported business contract opportunity is being considered for Homecare PPE.
	<b>4.6</b> Identify and deliver opportunities to engage local SMEs in Council procurement	Procurement Service / Supplier Development Programme/ Economic Development	March 2019	Complete	SME engagement activities being progressed with Economic Development and SDP.
	<b>4.7</b> Develop arrangements for e-auctions for appropriate commodities	Procurement Service	February 2019	Complete	New e-auction process approved by Procurement Network in March 2019 and procurement of suitable commodities will now be considered for e-auction
	<b>4.8</b> Contribute to the development of the Council's approach to engaging with Social Enterprises ( <b>new 2019/2020</b> )	Procurement Service/	March 2020	On target	Consider tender and procurement opportunities.

Objective	Action	Responsibility	Timescale	Status	Update
<b>5. Collaboration</b>	<b>5.1</b> Identify new areas for collaborative working with internal and external stakeholders.	Procurement Service and Resource stakeholders	March 2019	Complete	New collaborative opportunities being considered for 19/20 include fresh bread and baked goods and Sheriff Officer contracts.
	<b>5.2</b> Ensure collaboration is consistently considered for all procurement activities and increase collaboration where possible.	Procurement Service	March 2019	Complete	The requirement to consider collaboration is now embedded in the Sourcing Strategy.
<b>6. Sustainable Procurement and Community Benefits</b>	<b>6.1</b> Update the Sustainable Procurement policy.	Procurement Service	February 2018 revised to December 2019	On target	The draft policy has been reviewed by the sustainability team and approved by the Procurement Network in December 2018. This will now be reviewed following information from the Scottish Government regarding the approach to climate emergency.
	<b>6.2</b> Support consultation by Resources with communities in advance of procurement exercises.	All Resources	March 2019	Complete	Community consultation exercises supported by Procurement in 18/19 include Blairbeth Urban Park and Glen Esk.
	<b>6.3</b> Support the development of a system of collating and tracking community benefits.	All Resources	September 2019 revised to March 2020	On target	Proposed community benefit process approved by Procurement Network and draft report prepared for CMT (combined with 6.5).

Objective	Action	Responsibility	Timescale	Status	Update
	<b>6.4</b> Deliver the procurement requirements to support the Council's approach to reducing single use plastics	Procurement Service	March 2019	Complete	Procurement represented on Sustainable Development Group to support procurement of alternative products.
	<b>6.5</b> Make recommendations for improving the identification of community benefit opportunities and monitoring ( <b>new 2019/2020</b> )	Procurement Service	March 2020	On target	Proposed community benefit process approved by Procurement Network and draft report prepared for CMT (combined with 6.3).
<b>7. Contract and Supplier Management</b>	<b>7.1</b> Introduction and full roll out of eCM and eSPM for appropriate contracts.	Procurement Service	December 2017 revised to August 2019	On target	Work is ongoing in this area with a number of provisional contracts identified to pilot electronic contract monitoring.
	<b>7.2</b> Research the potential impact of BREXIT on existing and future Council contracts.	Procurement Service	July 2017	Complete	Procurement have contributed to the Council wide risk assessment of BREXIT impacts and are working with Scotland Excel to consider impacts on collaborative contracts.
<b>8. Ethical Trading</b>	<b>8.1</b> The use of organic and local produce will be specified where possible within food contracts.	Procurement Service	March 2019	Complete	SLC works closely with Food Development Officer and food suppliers (including collaborative opportunities with Scotland Excel) attending UIGs to inform contract specific terms, conditions and specifications, ensuring the promotion of organic and local products within current procurement legislation.

Objective	Action	Responsibility	Timescale	Status	Update
	<b>8.2</b> Work with suppliers to reduce food waste.	Procurement Service	March 2019	Complete	Food waste reduction is scored within relevant bids. Composting projects have been introduced within schools with the contractors supplying compost bags and compost bins.
<b>9. Purchasing Processes and Systems</b>	<b>9.1</b> Implementation of e-invoicing fully by November 2019.	Accounts Payables	November 2019	Complete	E-invoicing has been successfully implemented with 12 suppliers currently using the system. 56,441 invoices (22%) of invoices were processed by e-invoicing 18/19. Work is ongoing to assess the feasibility of further suppliers to be adopted.
	<b>9.2</b> Develop the use of PCS and PCSt and the Council's i-procurement system.	Procurement Service	March 2019	Complete	PCS and PCSt fully implemented in procurement.
	<b>9.3</b> Consider the use of Project Bank Accounts in appropriate contracts.	Procurement Service / Payables / Strategy / Resources	June 2017	Complete	Council officers attended a training event held by the City Deal PMO. Further developments for future City Deal contracts are expected.
	<b>9.4</b> Development of a 'No PO, No Pay' policy.	Procurement Service	April 2017	Complete	Greater enforcement of the Certified Payments Policy is taking place. Invoices are being returned to Resources where they do not display a valid PO number.

Objective	Action	Responsibility	Timescale	Status	Update
	<b>9.5</b> Implementation of a supplier incentive scheme.	Procurement Service / Payables	February 2018	Complete	Decision taken not to progress with the scheme at this time.
	<b>9.6</b> Implement action plan following the post implementation review of i-procurement.	Procurement Service / Resources	December 2017	Complete	Review of the action plan has taken place with actions either complete or covered elsewhere in the strategy action plan.
	<b>9.7</b> Review and update of the Procurement pages of the intranet and website.	Procurement Service	November 2017	Complete	The content of the intranet and website have been updated.
<b>10. People</b>	<b>10.1</b> Ensure that all procurement staff completes the Scottish Procurement Competency Framework every 3 years.	Procurement Service	July 2019 revised to December 2019	Slipped	Progress being made in scoping with a view to assessment in December.
	<b>10.2</b> Capture training requirements through the use of the Council PDR process.	Procurement Service	May 2018	Complete	Three members of staff have completed training via the Chartered Institute of Purchasing and Supply (level 4) with one further member undertaking training to this level.
<b>11. Fair Working Practices</b>	<b>11.1</b> Local suppliers to be encouraged to pay the living wage to their workforce this will enable the Council to maintain the living wage accreditation.	Procurement Service	March 2020	On target	CMT report being drafted on Fair Working Practices and Living Wage in line with Scottish Government guidance.

Objective	Action	Responsibility	Timescale	Status	Update
	<b>11.2</b> Council to adopt a Construction Charter, monitor uptake and potential impact on SMEs.	Procurement Service	March 2019	Complete	Construction Charter approved by Executive Committee on 15 August 2018 and included in all relevant tenders since adoption.
<b>12. Performance Management</b>	<b>12.1</b> Monitor community benefits performance indicators.	Procurement Service	November 2018	Complete	Community Benefits reported through the KPI report to CMT in six monthly.
	<b>12.2</b> Increase where possible, the performance of the Procurement and Commercial Improvement Programme.	Procurement Service and Resource Stakeholders	December 2018	Complete	PCIP focused assessment took place on 20 September 2018 with outcome reported in February 2019. SXL confirmed that the Council's score increased to 78% (from 71% in 2016) and the Council remains in the top performance bank at F1.
	<b>12.3</b> Ensure that all internal and external reporting of data and Key Performance Indicators is completed within the agreed timescales.	Procurement Service	November 2018	Complete	Six monthly reports submitted to CMT with procurement KPIs
	<b>12.4</b> Develop the provision of management information to Resources.	Procurement Service	October 2018	Complete	New format of procurement update report following RAG format issued to Resources over Q3 and Q4 2018/2019 with positive feedback from Resources.
	<b>12.5</b> Develop new database solution for Contracts Register	Procurement Service/IT	March 2019 revised to October 2019	Slipped	Project formalised in IT Service Plan and good progress being made towards revised implementation date.

Objective	Action	Responsibility	Timescale	Status	Update
	<b>12.6</b> Consider feasibility of Project Management Software for procurement <b>(new 2019/2020)</b>	Procurement Service/IT	March 2020	On target	Procurement are working with IT Services to assess PMO solutions to improve monitoring and reporting on tender exercises.