



Council Offices, Almada Street  
Hamilton, ML3 0AA

Tuesday, 24 August 2021

Dear Councillor

## **Finance and Corporate Resources Committee**

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

**Date:** Wednesday, 01 September 2021  
**Time:** 14:00  
**Venue:** By Microsoft Teams,

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

Yours sincerely

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

### **Members**

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

### **Substitutes**

John Bradley, Robert Brown, Andy Carmichael, Poppy Corbett, Mary Donnelly, George Greenshields, Martin Lennon, Richard Lockhart, Davie McLachlan, Lynne Nailon, Richard Nelson, Collette Stevenson, 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 2 June 2021 submitted for approval as a correct record. (Copy attached)
- 3 Minutes of Appeals Panel** 15 - 16  
Minutes of the meeting of the Appeals Panel held on 28 May 2021 submitted for approval as a correct record. (Copy attached)

---

### Monitoring Item(s)

---

- 4 Revenue Budget Monitoring 2020/2021 - Finance and Corporate Resources** 17 - 28  
Report dated 26 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 Revenue Budget Monitoring 2021/2022 - Finance and Corporate Resources** 29 - 40  
Report dated 26 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 Capital Budget Monitoring 2020/2021 - Finance and Corporate Resources** 41 - 44  
Report dated 11 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 Capital Budget Monitoring 2021/2022 - Finance and Corporate Resources** 45 - 48  
Report dated 11 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 Finance and Corporate Resources – Workforce Monitoring – April to June 2021** 49 - 56  
Report dated 12 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 9 Council-wide Workforce Monitoring – April to June 2021** 57 - 78  
Report dated 12 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 10 Treasury Management Activity - First Quarter Review** 79 - 86  
Report dated 22 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

---

### Item(s) for Decision

---

- 11 Prudential Indicators, Treasury Management Activity and Annual Investment Report 2020/2021** 87 - 106  
Report dated 26 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 12 Revenue Collection and Approval for Write Offs** 107 - 112  
Report dated 12 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 13 Oracle HR/Finance Replacement** 113 - 126  
Report dated 10 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

---

**Item(s) for Noting**

---

- |  |           |
|--|-----------|
| <b>14 Common Good - Update</b>   | 127 - 132 |
| Report dated 1 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)  |           |
| <b>15 Governance of Charitable Trust Funds – 2020/2021 Expenditure</b>                                   | 133 - 136 |
| Report dated 4 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)  |           |
| <b>16 Annual Procurement Report 2020/2021</b>  | 137 - 188 |
| Report dated 12 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached) |           |
| <b>17 Finance and Corporate Resource Plan - Quarter 4 Progress Report 2020/2021</b>                      | 189 - 210 |
| Report dated 22 July 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)   |           |
| <b>18 Safety at Sports Grounds - Issue of Special Safety Certificate - Foys Stadium</b>                  | 211 - 214 |
| Report dated 3 August 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)  |           |

---

**Urgent Business**

---

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

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

Clerk Name: Carol Lyon

Clerk Telephone: 01698 455652

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



## FINANCE AND CORPORATE RESOURCES COMMITTEE

2

Minutes of meeting held via Microsoft Teams on 2 June 2021

### Chair:

Councillor Gladys Miller

### Councillors Present:

Councillor John Anderson, Councillor Walter Brogan, Councillor Graeme Campbell, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Isobel Dorman, Councillor Joe Fagan, Councillor Grant Ferguson, Councillor Eric Holford, Councillor Graeme Horne (Depute), Councillor Eileen Logan, Councillor Hugh Macdonald, Councillor Monique McAdams, Councillor Catherine McClymont, Councillor Jim McGuigan, Councillor Mo Razzaq, Councillor Jared Wark

### Councillors' Apologies:

Councillor Alex Allison, Councillor Geri Gray, Councillor Ian Harrow, Councillor Joe Lowe, Councillor Mark McGeever, Councillor John Ross, Councillor Collette Stevenson (Depute), Councillor Jim Wardhaugh

### Attending:

#### Finance and Corporate Resources

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

---

### 1 Declaration of Interests

The following interest was declared:-

<b>Councillor(s)</b>	<b>Item(s)</b>	<b>Nature of Interest(s)</b>
McClymont	Common Good - Update	Trustee on Tolbooth, Lanark

---

### 2 Minutes of Previous Meeting

The minutes of the meeting of the Finance and Corporate Resources Committee held on 17 March 2021 were submitted for approval as a correct record.

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

---

### 3 Minutes of Appeals Panel

The minutes of the meeting of the Appeals Panel held on 27 April 2021 were submitted for approval as a correct record.

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

---

### 4 Minutes of Recruitment Committee

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

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

---

## **5 Revenue Budget Monitoring 2020/2021 – Finance and Corporate Resources**

---

A report dated 28 April 2021 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure for the period 1 April 2020 to 26 February 2021 against budgeted expenditure for 2020/2021 for Finance and Corporate Resources.

As at 26 February 2021, there was an overspend of £6.393 million against the phased budget after approved transfers to reserves. This included the net costs of COVID-19 totalling £6.411 million.

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

Following the Council's probable outturn exercise, Finance and Corporate Resources was forecasting an overspend of £7.090 million before transfers to reserves. After the approved transfers to reserves of £0.103 million, the position was an overspend of £7.193 million.

The late notification of funding for employability programmes meant that full spend could not be achieved in 2020/2021 and permission would be requested to carry forward £3.157 million of this funding through reserves for use in 2021/2022. In addition, as reported to the Executive Committee on 28 April 2021, a request to carry forward £0.060 million of Community Grants budget would also be made by the Resource. The Resource would also request that an underspend on the Scottish Welfare Fund budget of £0.129 million be transferred to Reserves to be used in 2021/2022.

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

**The Committee decided:**

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

*[Reference: Minutes of 17 March 2021 (Paragraph 4) and Minutes of the Executive Committee of 28 April 2021 (Paragraph 4)]*

---

## **6 Capital Budget Monitoring 2020/2021 – Finance and Corporate Resources**

---

A report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted advising of progress on Finance and Corporate Resources' capital programme for 2020/2021 and summarising the expenditure position at 26 February 2021.

The revised budget for 2020/2021 was £3.282 million and spend to 26 February 2021 totalled £1.603 million.

Work had been ongoing to monitor the predicated spend for this financial year and current estimates from Finance and Corporate Resources suggested an outturn of £2.605 million which was an underspend of £0.667 million.

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

The year end position was currently being finalised and would be reported to the Executive Committee on 23 June 2021. The ongoing impact of COVID-19 continued to impact on the level of capital spend achieved this financial year and it was likely that there would be a further underspend than predicted at Period 12. This was a timing issue only.

**The Committee decided:**

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

*[Reference: Minutes of 17 March 2021 (Paragraph 5)]*

---

## **7 Finance and Corporate Resources – Workforce Monitoring – January to March 2021**

---

A report dated 26 April 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the following employee information for Finance and Corporate Resources for the period January to March 2021:-

- ◆ 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 13 March 2021

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

*[Reference: Minutes of 17 March 2021 (Paragraph 6)]*

---

## **8 Council-wide Workforce Monitoring – January to March 2021**

---

A report dated 26 April 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period January to March 2021:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 13 March 2021

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

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

*[Reference: Minutes of 17 March 2021 (Paragraph 7)]*

---

## **9 Revenue Collection and Approval for Write-offs**

---

A report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ collection performance for the financial year 2020/2021 to 31 March 2021 on revenue income which comprised Council Tax, non-domestic rates, sundry debts and arrears
- ◆ performance in the Business Rates Incentivisation Scheme (BRIS)
- ◆ the write-off of irrecoverable Council Tax, sundry debt, Housing Rent and associated charges and rent for homeless accommodation

Collection across all income streams had been significantly impacted upon by the temporary cessation of recovery action for the first 4 months of 2020/2021 due to the COVID-19 pandemic. No statutory recovery and sheriff officer activity had taken place between April and July 2020 in respect of Council Tax for both the current year and arrears. The health crisis had also seen financial support provided, via Council Tax Reduction, increase by over 11% for this financial year.

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

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

Given the impact of COVID-19, the provisional annual buoyancy target for the Council in 2020/2021 had still to be confirmed by the Scottish Government (the final target in 2019/2020 was 1.0%). Further guidance and information was awaited from the Scottish Government.

Performance against the BRIS target was closely monitored and reported to this Committee on a quarterly basis. Buoyancy for 2020/2021 had seen a reduction of 0.34%, which represented a reduction of 2.10% compared to 2019/2020.

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

- ◆ irrecoverable Council Tax accounts from 1993/1994 to 2020/2021 to the value of £248,067.75, relating primarily to prescribed debt, sequestrations and estates of the deceased
- ◆ sundry debts to a value of £178,791.07
- ◆ former tenant rent arrears totalling £123,805.28 and Housing Benefit overpayments totalling £64,598.30
- ◆ arrears for former occupants of homeless temporary accommodation totalling £750,913.64

**The Committee decided:**

- (1) that the Council's performance in the collection of revenues be noted;
- (2) that the Council's performance against the Business Rates Incentivisation Scheme target be noted; and



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

- ◆ Council Tax debt from 1993/1994 to 2020/2021 to the value of £248,067.75
- ◆ sundry debts to a value of £178,791.07
- ◆ house rent and associated charges totalling £188,403.58
- ◆ rent for homeless accommodation totalling £750,913.64

*[Reference: Minutes of 17 March 2021 (Paragraph 9)]*

---

## 10 Common Good Update

---

A report dated 4 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ a request for funding from the Biggar Common Good Fund for the installation of 4 lighting units
- ◆ the cyclical spend committed against the Common Good repairs and maintenance budget for Lanark
- ◆ an update on the Lanark Loch project

The Common Good funds held within South Lanarkshire Council were Lanark, Biggar, Hamilton and Rutherglen. The unaudited accounts for 2019/2020 were presented to this Committee on 19 August 2020 and had since been approved by Audit Scotland.

The Common Good accounts in Lanark and Hamilton held a number of properties and a proactive approach to maintenance supported the viability of those assets and reduced the Council's risk to greater liability in the future. On 2 October 2013, this Committee had approved an annual cyclical maintenance plan of £15,000 for both Lanark and Hamilton Common Good properties.

A request for funding from the Biggar Common Good Fund for additional lighting units had been made by a member of the public in respect of poor lighting on the path between Campsie's Garage on Coulter Road and the Boghall Estate. Finance and Corporate Resources had consulted with local Members and Biggar Community Council on this proposal which would be at a cost of £8,000.

Following a public consultation within Biggar, 84% of those consulted were in support of the use of the funds.

As at 31 March 2021, Biggar Common Good Fund had a value of £0.033 million and no assets to maintain, therefore, it was proposed that funds of £8,000 be used to install 4 lighting units on the footpath between Campsie's Garage on Coulter Road and the Boghall Estate.

Housing and Technical Resources had arranged for a contractor to assess an issue of dampness within the Tolbooth building in Lanark. A number of remedial works had been identified at an estimated cost of £10,180 which would be funded from the £15,000 Lanark Common Good allocation for Repairs and Maintenance for 2021/2022. This was the only commitment to date from the 2021/2022 budget, leaving a balance of £4,820.

The works at Lanark Loch had now been completed. Details of changes to the original scope of works which had been required were outlined in the report. Costs associated with those changes were currently being assessed, however, the costs would still remain within the budget allocated. An update on the final costs of the project would be provided to this Committee at its meeting on 1 September 2021.

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

**The Committee decided:**

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

*[Reference: Minutes of 20 January 2021 (Paragraph 12)]*

*Councillor McClymont, having declared an interest in the above item, withdrew from the meeting during its consideration*

---

## **11 2021/2022 Information and Communication Technology (ICT) Asset Management Plan**

---

A report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the 2021/2022 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 was in place to support the business objectives of the Council whilst ensuring business continuity. The plan highlighted the key actions planned for the year ahead, ensuring 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 proposed 2021/2022 ICT Asset Management Plan was attached as Appendix 1 to the report.

**The Committee decided:**

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

*[Reference: Minutes of 19 August 2020 (Paragraph 14)]*

---

## **12 Finance and Corporate Resource Plan 2021/2022**

---

A report dated 13 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the Finance and Corporate Resource Plan 2021/2022.

Details were provided on the Resource Plan for 2021/2022, attached as Appendix 1 to the report, which outlined the:-

- ◆ key areas for the year ahead
- ◆ Resource outcomes
- ◆ measures and actions

- ◆ resourcing of the Plan
- ◆ organisational structure of the Resource

The Resource Plans for all Resources had been approved by the Executive Committee on 28 April 2021. Quarter 2 and Quarter 4 progress reports would be submitted to future meetings of this Committee.

**The Committee decided:**

- (1) that the Finance and Corporate Resource Plan for 2021/2022, attached at Appendix 1 to the report, be noted;
- (2) that the Finance and Corporate Resource Plan for 2021/2022 be uploaded onto the Council's website; and
- (3) that Quarter 2 and Quarter 4 progress reports on the Finance and Corporate Resource Plan 2021/2022 be submitted to future meetings of this Committee;

*[Reference: Minutes of the Executive Committee of 28 April 2021 (Paragraph 6)]*

---

### **13 Early Retirement, Voluntary Severance and Switch 2**

A report dated 20 April 2021 by the Executive Director (Finance and Corporate Resources) was submitted on early retirements, voluntary severances, re-employment of early retirees and the Switch 2 programme for the period 1 October 2020 to 31 March 2021.

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

*[Reference: Minutes of 21 January 2021 (Paragraph 11)]*

---

### **14 Procurement Strategy Action Plan Update 2020/2021 and Procurement Strategy Review 2021/2022**

A report dated 13 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ progress on the Procurement Strategy Action Plan to March 2021
- ◆ the annual review of the Procurement Strategy for 2021/2022
- ◆ the Procurement Strategy Action Plan for 2021/2022

On 13 May 2020, the Executive Committee approved the Procurement Strategy 2020 to 2023 which included 7 strategic objectives that linked to key outcomes for the Procurement Service. An update on each of those objectives and evidence of progress in working towards those outcomes were detailed in Appendix 1 to the report.

The Procurement Strategy Action Plan included specific projects for 2020/2021 in support of those strategic objectives which included 14 actions. Progress made to the end of March 2021 was detailed in Appendix 2 to the report.

Responding to COVID-19 priorities had impacted on the allocation of resources to the Procurement Service's strategic objectives due to the impact of contract management, supplier relief and sourcing for unplanned requirements and, latterly, supporting services to re-mobilise, including re-tendering for projects abandoned during the pandemic. In addition, resources had been allocated to manage the procurement implications of the exit from the EU.

The Council was required to review the Procurement Strategy annually and this was the first review of the 2020 to 2023 Strategy. A key amendment to the Strategy was the addition of the new strategic objective, Community Wealth Building. The updated Procurement Strategy was attached at Appendix 3 to the report.

The proposed Procurement Strategy Plan for 2021/2022 was detailed in Appendix 4 to the report.

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

*[Reference: Minutes of 20 January 2021 (Paragraph 13) and Note of Delegated Decisions taken by the Chief Executive, in consultation with Group Leaders, on items of business relating to the Executive Committee Agenda of 13 May 2020 (Paragraph 6)]*

---

## **15 Notification of Contracts Awarded 1 October 2020 to 31 March 2021**

---

A report dated 12 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on contracts awarded by Finance and Corporate Resources during the period 1 October 2020 to 31 March 2021.

In terms of Standing Order Nos 21.8 and 22.5 of the Standing Orders on Contracts, Resources were required to notify the relevant Committee of contracts awarded. Details of the contracts awarded by Finance and Corporate Resources were provided in the appendix to the report.

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

*[Reference: Minutes of 28 October 2020 (Paragraph 11)]*

---

## **16 Update on Delivery of the European Social Fund Programme 2014 to 2020**

---

A report dated 14 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted on progress with the delivery of the European Social Fund (ESF) programme 2014 to 2020.

For management and monitoring purposes, Phase 1 covered the period from the original approval to December 2019 and Phase 2 covered the period 1 January 2020 to 31 March 2023, the extended period. Although the UK had now left the EU, the UK Government had provided a guarantee to fund approvals which were agreed within the current 2014 to 2020 EU funding cycle.

On 21 January 2020, the Council was awarded £6.3 million by the Scottish Government to deliver a South Lanarkshire Works 4U (SLW4U) Strategic Intervention Programme covering a range of projects across Phase 2, details of which were provided in the report.

In November 2019, the ESF programme had been formally suspended at a Scotland level by the EC. This followed a pre-suspension period initially started in February 2019. The suspension applied to all Public Bodies in Scotland in receipt of EU, ESF and European Regional Development Fund (ERDF) funding.

Routine audit work undertaken by the EC had identified issues with elements of the ESF Programme which had led to the EC suspending further payments pending a resolution. In December 2020, the Council had been advised that the ERDF suspension had been lifted, The ESF suspension, however, remained in place and the Scottish Government continued to work with the EC to reach a resolution. Claims could continue to be submitted and, following verification, would be reimbursed by the Scottish Government.

**The Committee decided:**

- (1) that the content of the report be noted; and
- (2) to note that the ESF element of the Programme remained under suspension, however, grant claims could be submitted and would be reimbursed by the Scottish Government.

*[Reference: Minutes of 28 October 2020 (Paragraph 12)]*

---

## **17 Safety at Sports Grounds – Re-issue of General Safety Certificate**

---

A report dated 11 May 2021 by the Executive Director (Finance and Corporate Resources) was submitted advising 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 the reviewed General Safety Certificate for Hamilton Park, Bothwell Road, Hamilton.

The revised format of the General Safety Certificates for those premises had been approved by this Committee at its meeting on 3 February 2016 and the Certificate was required to be reviewed and re-issued annually.

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

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

Information was provided on:-

- ◆ feedback received from the South Lanarkshire Sports Ground Safety Advisory Group
- ◆ a site visit to ensure that appropriate measures were in place in terms of COVID-19 restrictions
- ◆ the annual safety inspection
- ◆ the changes made to the General Safety Certificate approved for Hamilton Park to allow it to be re-issued prior to the start of the new racing season which commenced on Sunday 2 May 2021

**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 Certificate for Hamilton Park, Bothwell Road, Hamilton be noted.

*[Reference: Minutes of 7 August 2019 (Paragraph 20)]*

---

**18 Urgent Business**

---

There were no items of urgent business.

## APPEALS PANEL

Minutes of meeting held via Microsoft Teams on 28 May 2021

**Chair:**

Councillor Gladys Miller

**Councillors Present:**

Councillor Alex Allison, Councillor Jim McGuigan

**Attending:**

**Finance and Corporate Resources**

S McLeod, Administration Officer; G Robertson, Personnel Adviser

---

### 1 Declaration of Interests

No interests were declared.

---

### 2 Urgent Business

There were no items of urgent business.

---

### 3 Exclusion of Press and Public

**The Panel decided:**

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

---

### 4 Appeal Against Dismissal

The Panel considered an appeal (Ref 2/21) by an employee against their dismissal.

The appellant was present and represented by a trade union representative. The Council was represented by a Human Resources Business Partner. The Council called a witness and the appellant's representative called the appellant. All parties were heard in relation to the appeal and then withdrew from the meeting.

**The Panel decided:**

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

- ◆ the appellant be issued with a final written warning and demoted with effect from the date of dismissal
- ◆ a period of unpaid suspension be applied from the date of dismissal until 28 May 2021





# Report

4

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

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

## 1. Purpose of Report

1.1. The purpose of the report is to:

- ♦ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2020 to 31 March 2021 for Finance and Corporate Resources

## 2. Recommendation(s)

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

- (1) that the Finance and Corporate Resources financial outturn position as at 31 March 2021 is an overspend of £2.216 million including costs of COVID-19 but before transfer to reserves and an overspend of £5.652 million after transfers to reserves, as detailed in Appendix A of the report, be noted; and
- (2) that the Finance and Corporate Resources financial outturn position as at 31 March 2021 is an overspend of £0.046 million excluding the costs of COVID-19 and after transfers to reserves.

## 3. Background

- 3.1. This is the final revenue budget monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2020/2021.
- 3.2. The report details the financial position for Finance and Corporate Resources on Appendix A, along with variance explanations in Appendices B-I as appropriate.
- 3.3. The Resource has incurred expenditure of £5.606 million in relation to COVID-19, and in order to separate these costs from the Resource's normal activities, a COVID-19 Service has been included at Appendix I.

## 4. Employee Implications

4.1. None.

## 5. Financial Implications

- 5.1. **Year End Position as at 31 March 2021:** The year end position is an overspend of £2.216 million before approved Transfers to Reserves and an overspend of £5.652 million after Transfers to Reserves. This includes the costs of COVID-19 for the Resource. Removing the costs of COVID-19 leaves an underspend of £0.046 million, which is in line with the probable outturn position (an overspend of £0.030 million).

- 5.2. The total cost of COVID-19 for the Resource is £5.606 million. This includes additional costs of £4.818 million as outlined in Appendix I and includes the provision of Free School Meals and Winter Fuel Payments, overtime incurred to facilitate processing of business support grants and other claims during COVID-19, as well as additional expenditure on Bed and Breakfast accommodation during the pandemic and spend to alleviate financial insecurities. The costs also take into account savings delayed as a result of the pandemic (£0.354 million) and loss of income of £0.455 million relating to Licensing and Registration Services, Printing Services and Legal Services. These are offset by a minor amount of Spend Not Made (£0.021 million).
- 5.3. **Transfers to Reserves:** The Executive Committee (10 February 2021) approved a transfer of £0.089 million to reserves to meet future commitments.
- 5.4. However, as a further consequence of the COVID-19 pandemic and the timing of income received from external parties, further transfers were approved at the year-end (Executive Committee, 23 June 2021). These total £3.347 million and take the total transfers to £3.436 million. These are detailed in Appendices B to I as appropriate.
- 5.5. Virements to realign budgets across budget categories and with other Resources are detailed in the appendices B to I as appropriate.
6. **Climate Change, Sustainability and Environmental Implications**
- 6.1 There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
7. **Other Implications**
- 7.1 The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
8. **Equality Impact Assessment and Consultation Arrangements**
- 8.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 8.2 There is also no requirement to undertake any consultation in terms of the information contained in the report.

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

26 July 2021

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

- ◆ Value: Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ Finance and Corporate Resources Committee - 02 June 2021

**List of Background Papers**

- ◆ Financial ledger and budget monitoring results to 31 March 2021

**Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Finance and Corporate Resources Summary

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTERS Transfers</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance 31/03/21</b>		<b>% Variance 31/03/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
Employee Costs	34,559	35,664	(1,105)	(1,105)	34,359	35,554	(995)	over	(2.9%)
Property Costs	4,308	4,097	211	139	4,308	4,015	293	under	6.8%
Supplies & Services	12,103	13,341	(1,238)	(1,238)	12,103	15,209	(3,106)	over	(25.7%)
Transport & Plant	104	47	57	32	104	98	6	under	5.8%
Administration Costs	8,755	7,908	847	467	8,755	7,476	1,280	under	14.6%
Payments to Other Bodies	51,666	51,261	405	399	51,666	49,645	2,021	under	3.9%
Payments to Contractors	265	278	(13)	(13)	265	269	(4)	over	(1.5%)
Transfer Payments	70,856	69,923	933	933	70,856	70,450	406	under	(0.6%)
Financing Charges	1,039	1,163	(124)	(144)	1,039	1,219	(180)	over	(17.3%)
<b>Total Controllable Exp.</b>	183,655	183,682	(27)	(530)	183,655	183,935	(279)	over	(0.2%)
<b>Total Controllable Inc.</b>	(147,598)	(144,092)	(3,506)	(3,106)	(147,598)	(145,662)	1,937	Under recovered	(1.3%)
<b>Net Controllable Exp.</b>	36,057	39,590	(3,533)	(3,636)	36,057	38,273	(2,216)	over	(6.1%)
<b>Transfer to Reserves (as at 31/03/21)</b>	0	0	0	0	0	3,436	(3,436)	-	n/a
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	36,057	39,590	(3,533)	(3,636)	36,057	41,709	(5,652)	over	(6.1%)

**Variance Explanations**

These are shown in Appendices B to I as appropriate.

**Year-end Transfers to Reserves**

These are shown in Appendices B to I as appropriate.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Finance - Strategy Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTERS Transfers</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance 31/03/21</b>		<b>% Variance 31/03/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	2,989	2,996	(7)	(7)	2,989	3,009	(20)	over	(0.7%)	1 a
Property Costs	0	0	0	0	0	0	0	-	n/a	
Supplies & Services	19	25	(6)	(6)	19	26	(7)	over	(36.8%)	
Transport & Plant	0	0	0	0	0	1	(1)	over	n/a	
Administration Costs	112	122	(10)	(10)	112	117	(5)	over	(4.5%)	
Payments to Other Bodies	495	504	(9)	(9)	495	508	(13)	over	(2.6%)	
Payments to Contractors	22	19	3	3	22	23	(1)	over	(4.5%)	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	15	14	1	1	15	16	(1)	over	(6.7%)	
<b>Total Controllable Exp.</b>	<b>3,652</b>	<b>3,680</b>	<b>(28)</b>	<b>(28)</b>	<b>3,652</b>	<b>3,700</b>	<b>(48)</b>	<b>over</b>	<b>(1.3%)</b>	
<b>Total Controllable Inc.</b>	<b>(1,360)</b>	<b>(1,387)</b>	<b>27</b>	<b>27</b>	<b>(1,360)</b>	<b>(1,386)</b>	<b>26</b>	<b>over recovered</b>	<b>(1.9%)</b>	<b>b, c</b>
<b>Net Controllable Exp.</b>	<b>2,292</b>	<b>2,293</b>	<b>(1)</b>	<b>(1)</b>	<b>2,292</b>	<b>2,314</b>	<b>(22)</b>	<b>over</b>	<b>(1.0%)</b>	
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>2,292</b>	<b>2,293</b>	<b>(1)</b>	<b>(1)</b>	<b>2,292</b>	<b>2,314</b>	<b>(22)</b>	<b>over</b>	<b>(1.0%)</b>	

Variance Explanations**1. Employee Costs**

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

Budget Virements

- Realignment to reflect apprenticeship levy. Net Effect £0.012m: Employee Costs £0.012m.
- Internal realignment of income between Strategy and Transactions to reflect service delivery. Net Effect £0.129m: Income £0.129m.
- Internal realignment of Central Support Budgets to reflect service delivery. Net Effect £0.186m: Income £0.186m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Finance - Transactions Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance 31/03/21</b>		<b>Variance 31/03/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	11,344	11,362	(18)	(18)	11,344	11,308	36	under	0.3%	1 a
Property Costs	3,160	3,138	22	22	3,160	3,009	151	under	4.8%	2
Supplies & Services	813	783	30	30	813	771	42	under	5.2%	
Transport & Plant	7	1	6	6	7	2	5	under	71.4%	
Administration Costs	1,259	1,121	138	138	1,259	1,114	145	under	11.5%	3
Payments to Other Bodies	0	0	0	0	0	0	0	-	n/a	
Payments to Contractors	243	256	(13)	(13)	243	241	2	under	0.8%	
Transfer Payments	70,856	69,743	1,113	1,113	70,856	70,023	833	under	1.2%	4
Financing Charges	104	98	6	6	104	108	(4)	over	(3.8%)	
<b>Total Controllable Exp.</b>	<b>87,786</b>	<b>86,502</b>	<b>1,284</b>	<b>1,284</b>	<b>87,786</b>	<b>86,576</b>	<b>1,210</b>	<b>under</b>	<b>1.4%</b>	
<b>Total Controllable Inc.</b>	<b>(74,271)</b>	<b>(72,989)</b>	<b>(1,282)</b>	<b>(1,282)</b>	<b>(74,271)</b>	<b>(73,378)</b>	<b>(893)</b>	<b>under recovered</b>	<b>1.2%</b>	5 b, c, d,
<b>Net Controllable Exp.</b>	<b>13,515</b>	<b>13,513</b>	<b>2</b>	<b>2</b>	<b>13,515</b>	<b>13,198</b>	<b>317</b>	<b>under</b>	<b>2.3%</b>	
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129</b>	<b>(129)</b>	<b>-</b>	<b>n/a</b>	
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>13,515</b>	<b>13,513</b>	<b>2</b>	<b>2</b>	<b>13,515</b>	<b>13,327</b>	<b>188</b>	<b>under</b>	<b>2.3%</b>	

**Variance Explanations**

- Employee Costs**  
This small underspend relates to levels of turnover throughout the year.
- Property Costs**  
This reflects the level of spend on Scottish Welfare Fund grants. The underspend was transferred to Reserves at the end of the year (see Year-End Transfers below).
- Administration Costs**  
The underspend relates to reduced legal expenses and other small administration variances.
- Transfer Payments**  
The underspend is due to the reduced cost of overpayments as part of the administration of housing benefit, offset by an under recovery of Income (see 4 below).
- Income**  
The income under recovery relates mainly to Housing Benefit Subsidy income (offset by underspend in Transfer Payments above), and also an under recovery in Housing Benefit Overpayments, Statutory Additions and DWP Admin Subsidy.

**Budget Virements**

- Realignment to reflect apprenticeship levy. Net Effect £0.047m: Employee Costs £0.047m
- Internal realignment of income between Strategy and Transactions to reflect service delivery. Net Effect (£0.130m): Income (£0.130m)
- Internal realignment of Central Support Budgets to reflect service delivery. Net Effect £0.102m: Income £0.102m
- DHP spend funded by COVID income: Net Effect (£0.189m). Income (£0.189m).

**Year End Transfers to Reserves**

Additional COVID allocation for Scottish Welfare Fund not utilised in 2020/21 (see 2 above) and which will be required in 2021/2022.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Audit Services

<b>Budget Category</b>	<b>Annual Budget £000</b>	<b>Forecast for Year BEFORE Transfers £000</b>	<b>Annual Forecast Variance BEFORE Transfers £000</b>	<b>Annual Forecast Variance AFTER Transfers £000</b>	<b>Budget Proportion 31/03/21 £000</b>	<b>Actual BEFORE Transfers 31/03/21 £000</b>	<b>Variance 31/03/21 £000</b>		<b>% Variance 31/03/21</b>	<b>Note</b>
Employee Costs	628	643	(15)	(15)	628	652	(24)	over	(3.8%)	1 a
Property Costs	0	0	0	0	0	0	0	-	n/a	
Supplies & Services	7	7	0	0	7	5	2	under	28.6%	
Transport & Plant	0	0	0	0	0	0	0	-	n/a	
Administration Costs	7	4	3	3	7	5	2	under	28.6%	
Payments to Other Bodies	0	0	0	0	0	1	(1)	over	n/a	
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	4	4	0	0	4	4	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>646</b>	<b>658</b>	<b>(12)</b>	<b>(12)</b>	<b>646</b>	<b>667</b>	<b>(21)</b>	<b>over</b>	<b>(3.3%)</b>	
<b>Total Controllable Inc.</b>	<b>(312)</b>	<b>(324)</b>	<b>12</b>	<b>12</b>	<b>(312)</b>	<b>(309)</b>	<b>(3)</b>	<b>under recovered</b>	<b>1.0%</b>	
<b>Net Controllable Exp.</b>	<b>334</b>	<b>334</b>	<b>0</b>	<b>0</b>	<b>334</b>	<b>358</b>	<b>(24)</b>	<b>over</b>	<b>(7.2%)</b>	
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>334</b>	<b>334</b>	<b>0</b>	<b>0</b>	<b>334</b>	<b>358</b>	<b>(24)</b>	<b>over</b>	<b>(7.2%)</b>	

Variance Explanations1. **Employee Costs**

The overspend relates to lower than anticipated levels of employee turnover.

Budget Virements

- a. Realignment to reflect apprenticeship levy. Net Effect £0.002m: Employee Costs £0.002m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Information Technology Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/03/21</b>	<b>Actual BEFORE Transfers 31/03/21</b>	<b>Variance 31/03/21</b>		<b>% Variance 31/03/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	5,414	5,697	(283)	(283)	5,414	5,743	(329)	over	(6.1%)	1 a
Property Costs	586	468	118	118	586	469	117	under	20.0%	2
Supplies & Services	5,043	4,786	257	257	5,043	4,967	76	under	1.5%	3
Transport & Plant	4	0	4	4	4	3	1	under	25.0%	
Administration Costs	2,059	2,023	36	36	2,059	1,699	360	under	17.5%	4
Payments to Other Bodies	0	0	0	0	0	0	0	-	n/a	
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	499	572	(73)	(73)	499	619	(120)	over	(24.0%)	5
<b>Total Controllable Exp.</b>	13,605	13,546	59	59	13,605	13,500	105	under	0.8%	
<b>Total Controllable Inc.</b>	(8,684)	(8,312)	(372)	(372)	(8,684)	(8,023)	(661)	under recovered	(7.6%)	6 b
<b>Net Controllable Exp.</b>	4,921	5,234	(313)	(313)	4,921	5,477	(556)	over	(11.3%)	
<b>Transfer to Reserves (as at 31/03/21)</b>	0	0	0	0	0	0	0	-	n/a	
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	4,921	5,234	(313)	(313)	4,921	5,477	(556)	over	(11.3%)	

**Variance Explanations**

- Employee Costs**  
The overspend relates to lower than anticipated levels of employee turnover.
- Property Costs**  
The underspend relates to reduced electricity charges for the Caird Centre as we implement the changes to service provision.
- Supplies & Services**  
The underspend relates to the implementation of changes in service provision at the Caird Centre.
- Administration Costs**  
The underspend is mainly due to lower than anticipated telephone charges for the year, which is offset by an under recovery of income (see 6 below)
- Financing Charges**  
The overspend reflects lease costs for 2020/21 - an overspend was forecast at Probable Outturn and was offset by an over-recovery in the related income line.
- Income**  
The income under recovery reflects the change in service provision at the Caird Centre as well as an under recovery relating to telephone recharges (see 4 above).

**Budget Virements**

- Realignment to reflect apprenticeship levy. Net Effect £0.021m: Employee Costs £0.021m
- Internal realignment of Central Support Budgets to reflect service delivery. Net Effect (£0.260m): Income (£0.260m)



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Personnel Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/03/21</b>	<b>Actual BEFORE Transfers 31/03/21</b>	<b>Variance 31/03/21</b>	<b>% Variance 31/03/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
Employee Costs	7,868	7,764	104	104	7,868	7,593	275	under	3.5% 1 a
Property Costs	222	129	93	21	222	181	41	under	18.5% 2
Supplies & Services	328	265	63	63	328	272	56	under	17.1% 3
Transport & Plant	50	7	43	18	50	10	40	under	80.0%
Administration Costs	1,392	1,304	88	88	1,392	1,061	332	under	23.8% 4
Payments to Other Bodies	4,049	3,806	243	237	4,049	2,155	1,894	under	46.8% 5 b
Payments to Contractors	0	0	0	0	0	0	0	-	n/a
Transfer Payments	0	0	0	0	0	0	0	-	n/a
Financing Charges	39	69	(30)	(30)	39	57	(18)	over	(46.2%)
<b>Total Controllable Exp.</b>	<b>13,948</b>	<b>13,344</b>	<b>604</b>	<b>501</b>	<b>13,948</b>	<b>11,329</b>	<b>2,620</b>	<b>under</b>	<b>18.8%</b>
<b>Total Controllable Inc.</b>	<b>(4,265)</b>	<b>(3,762)</b>	<b>(503)</b>	<b>(503)</b>	<b>(4,265)</b>	<b>(4,958)</b>	<b>692</b>	<b>over recovered</b>	<b>16.2% 6 c</b>
<b>Net Controllable Exp.</b>	<b>9,683</b>	<b>9,582</b>	<b>101</b>	<b>(2)</b>	<b>9,683</b>	<b>6,371</b>	<b>3,312</b>	<b>under</b>	<b>34.2%</b>
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,247</b>	<b>(3,247)</b>	<b>over</b>	<b>n/a</b>
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>9,683</b>	<b>9,582</b>	<b>101</b>	<b>(2)</b>	<b>9,683</b>	<b>9,618</b>	<b>65</b>	<b>under</b>	<b>34.2%</b>

**Variance Explanations**

- Employee Costs**  
The underspend is due to a reduced requirement within Employee Costs for Modern Apprentices this year. This is partially offset by an overspend which reflects lower than anticipated turnover.
- Property Costs**  
The underspend reflects reduced spend on health & hygiene materials within the Free Sanitary Products programme, due to public buildings being closed as a result of the pandemic. This was transferred to Reserves (see Year End Transfers below).
- Supplies & Services**  
The underspend mainly relates to lower costs related to the purchase of food for the Cafes, which are closed due to the pandemic.
- Administration Costs**  
The underspend reflects reduced training expenditure as a result of the pandemic, as training has been delayed until next financial year. This was transferred to Reserves (see Year End Transfers below).
- Payment to Other Bodies**  
The underspend reflects a reduction in medical and physio costs due to COVID-19, and lower than anticipated expenditure within the Employability Programme due to the timing of commencement of projects.
- Income**  
The over recovery in income reflects the timing of receipt of Scottish Government income in respect of Employability projects. The income has been transferred to reserves and will be used to fund these projects going forwards.

**Budget Virements**

- Realignment to reflect apprenticeship levy. Net Effect £0.029m: Employee Costs £0.029m
- Additional PESF Boost from General Revenue Grant. Net Effect £0.261: Payment to Other Bodies £0.261m
- Internal realignment of Central Support Budgets to reflect service delivery. Net Effect £0.055m: Income £0.055m

**Year End Transfers to Reserves**

Employability Projects underspend (£2.989m), delayed training programme (£0.169m), British Sign Language (£0.006m), Free Sanitary Products (£0.058m) and Mobile Men's Sheds (£0.025m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Administration, Legal and Licensing Services

Budget Category	Annual Budget £000	Forecast for Year BEFORE Transfers £000	Annual Forecast Variance BEFORE Transfers £000	Annual Forecast Variance AFTER Transfers £000	Budget Proportion 31/03/21 £000	Actual BEFORE Transfers 31/03/21 £000	Variance 31/03/21 £000		% Variance 31/03/21	Note
Employee Costs	4,123	4,287	(164)	(164)	4,123	4,199	(76)	over	(1.8%)	1
Property Costs	18	5	13	13	18	4	14	under	77.8%	
Supplies & Services	125	149	(24)	(24)	125	137	(12)	over	(9.6%)	
Transport & Plant	14	12	2	2	14	15	(1)	over	(7.1%)	
Administration Costs	2,157	2,057	100	100	2,157	2,043	114	under	5.3%	
Payments to Other Bodies	679	514	165	165	679	514	165	under	24.3%	2
Payments to Contractors	0	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	32	59	(27)	(27)	32	60	(28)	over	(87.5%)	
<b>Total Controllable Exp.</b>	<b>7,148</b>	<b>7,083</b>	<b>65</b>	<b>65</b>	<b>7,148</b>	<b>6,972</b>	<b>176</b>	<b>under</b>	<b>2.5%</b>	
<b>Total Controllable Inc.</b>	<b>(2,920)</b>	<b>(2,304)</b>	<b>(616)</b>	<b>(616)</b>	<b>(2,920)</b>	<b>(2,221)</b>	<b>(699)</b>	<b>under recovered</b>	<b>(23.9%)</b>	<b>3 b</b>
<b>Net Controllable Exp.</b>	<b>4,228</b>	<b>4,779</b>	<b>(551)</b>	<b>(551)</b>	<b>4,228</b>	<b>4,751</b>	<b>(523)</b>	<b>over</b>	<b>(12.4%)</b>	
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>(60)</b>	<b>-</b>	<b>n/a</b>	
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>4,228</b>	<b>4,779</b>	<b>(551)</b>	<b>(551)</b>	<b>4,228</b>	<b>4,811</b>	<b>(583)</b>	<b>over</b>	<b>(12.4%)</b>	

Variance Explanations**1. Employee Costs**

This overspend is mainly due to lower than anticipated staff turnover during the year.

**2. Payment to Other Bodies**

This underspend is due to a reduction in the spend on grants as a result of the pandemic. This includes £0.060 million for Area Committee Grants which has been transferred to reserves for use in 2021/2022.

**3. Income**

The under recovery of income is mainly due to reduced licensing and registration income as a result of the pandemic. There is also a reduction in income resulting from the cessation of national checking service.

Budget Virements

- Realignment to reflect apprenticeship levy. Net Effect £0.015m: Employee Costs £0.015m.
- Internal realignment of Central Support Budgets to reflect service delivery. Net Effect £0.026m: Income £0.026m.

Year End Transfers to Reserves

Area Committee Grants: £0.060m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## Communications and Strategy Services

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/03/21</b>	<b>Actual BEFORE Transfers 31/03/21</b>	<b>Variance 31/03/21</b>		<b>% Variance 31/03/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	1,773	1,719	54	54	1,773	1,727	46	under	2.6%	1
Property Costs	0	0	0	0	0	0	0	-	n/a	
Supplies & Services	613	423	190	190	613	507	106	under	17.3%	2
Transport & Plant	29	27	2	2	29	28	1	under	3.4%	
Administration Costs	1,270	761	509	509	1,270	815	455	under	35.8%	3
Payments to Other Bodies	6	0	6	6	6	2	4	under	66.7%	
Payments to Contractors	0	3	(3)	(3)	0	2	(2)	over	n/a	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	346	347	(1)	(1)	346	355	(9)	over	(2.6%)	
<b>Total Controllable Exp.</b>	<b>4,037</b>	<b>3,280</b>	<b>757</b>	<b>757</b>	<b>4,037</b>	<b>3,436</b>	<b>601</b>	<b>under</b>	<b>14.9%</b>	
<b>Total Controllable Inc.</b>	<b>(2,953)</b>	<b>(2,181)</b>	<b>(772)</b>	<b>(772)</b>	<b>(2,953)</b>	<b>(2,450)</b>	<b>(503)</b>	<b>under recovered</b>	<b>17.0%</b>	<b>4 b</b>
<b>Net Controllable Exp.</b>	<b>1,084</b>	<b>1,099</b>	<b>(15)</b>	<b>(15)</b>	<b>1,084</b>	<b>986</b>	<b>98</b>	<b>under</b>	<b>9.0%</b>	
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>1,084</b>	<b>1,099</b>	<b>(15)</b>	<b>(15)</b>	<b>1,084</b>	<b>986</b>	<b>98</b>	<b>under</b>	<b>9.0%</b>	

**Variance Explanations**

- Employee Costs**  
This underspend reflects the level of employee turnover experienced.
- Supplies and Services**  
This underspend reflects the level of spend on external work which has reduced due to the pandemic. This is offset by a corresponding under recovery of income (see 4 below).
- Administration Costs**  
This underspend is due to the reduced costs of printing from multi-function devices, advertising costs and postages, all due to the pandemic. These are offset by a net under-recovery of income (see 4 below).
- Income**  
The under recovery is due to less than anticipated income from external work (see 2 above) as well as an under recovery of income in relation to multi-function devices, advertising, and postages (see 3 above).

**Budget Virements**

- Realignment to reflect apprenticeship levy. Net Effect £0.007m: Employee Costs £0.007m
- Internal realignment of Central Support Budgets to reflect service delivery. Net Effect £0.055m: Income £0.055m

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 31 March 2021 (No.14)

## COVID-19

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/03/21</b>	<b>Actual BEFORE Transfers 31/03/21</b>	<b>Variance 31/03/21</b>	<b>% Variance 31/03/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
Employee Costs	420	1,196	(776)	(776)	420	1,323	(903)	over	(215.0%) 1 a
Property Costs	322	357	(35)	(35)	322	352	(30)	over	(9.3%) a
Supplies & Services	5,155	6,903	(1,748)	(1,748)	5,155	8,524	(3,369)	over	(65.4%) 2 a
Transport & Plant	0	0	0	0	0	39	(39)	over	n/a
Administration Costs	499	516	(17)	(17)	499	622	(123)	over	(24.6%) 3 a
Payments to Other Bodies	46,437	46,437	0	0	46,437	46,465	(28)	over	(0.1%) a
Payments to Contractors	0	0	0	0	0	3	(3)	over	n/a
Transfer Payments	0	180	(180)	(180)	0	427	(427)	over	n/a 4
Financing Charges	0	0	0	0	0	0	0	-	n/a
<b>Total Controllable Exp.</b>	<b>52,833</b>	<b>55,589</b>	<b>(2,756)</b>	<b>(2,756)</b>	<b>52,833</b>	<b>57,755</b>	<b>(4,922)</b>	<b>over</b>	<b>(9.3%)</b>
<b>Total Controllable Inc.</b>	<b>(52,833)</b>	<b>(52,833)</b>	<b>0</b>	<b>0</b>	<b>(52,833)</b>	<b>(52,937)</b>	<b>104</b>	<b>over recovered</b>	<b>0.2% a</b>
<b>Net Controllable Exp.</b>	<b>0</b>	<b>2,756</b>	<b>(2,756)</b>	<b>(2,756)</b>	<b>0</b>	<b>4,818</b>	<b>(4,818)</b>	<b>over</b>	<b>n/a</b>
<b>Transfer to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>n/a</b>
<b>Position After Transfers to Reserves (as at 31/03/21)</b>	<b>0</b>	<b>2,756</b>	<b>(2,756)</b>	<b>(2,756)</b>	<b>0</b>	<b>4,818</b>	<b>(4,818)</b>	<b>over</b>	<b>n/a</b>

Variance Explanations**1. Employee Costs**

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

**2. Supplies and Services**

The overspend relates to IT costs required to support staff in working from home due to COVID-19 as well as expenditure in relation to Free School Meals.

**3. Administration Costs**

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

**4. Transfer Payments**

The overspend relates to expenditure for bed and breakfast accommodation due to COVID-19 and is partially offset by an over recovery of income.

Budget Virements

- a Transfer of budget for COVID funding received. Net Effect £0.00m. Employee Costs £0.420m, Property Costs £0.322m Supplies & Services £5.155m, Administration Costs £0.499m, Payments to Other Bodies (£1.282m) and Income (£5.114m).

# Report

5

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Revenue Budget Monitoring 2021/2022 - 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 2021 to 16 July 2021 for Finance and Corporate Resources

## 2. Recommendation(s)

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

- (1) that the overspend of £1.715 million on the Finance and Corporate Resources' revenue budget, as detailed in Appendix A of the report, and the forecast to 31 March 2022 of breakeven, be noted; and
- (2) that the proposed budget virements be approved.

## 3. Background

3.1. This is the first revenue budget monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2021/2022.

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

3.3. The Resource has incurred expenditure in relation to COVID-19, and in order to separate these costs from the Resource's normal activities, a Service has been included at Appendix I.

## 4. Employee Implications

4.1. None.

## 5. Financial Implications

5.1. As at 16 July 2021, there is an overspend of £1.715 million against the phased budget. This includes COVID-19 costs of £1.666 million as shown in Appendix I, as well as lost income of £0.013 million in Administration, Legal and Licensing. If you remove the impact of COVID-19, the Resource is showing an overspend of £0.036 million as at 16 July 2021.

5.2. The budget included in Appendix I for COVID-19 relates to Scottish Government funding in relation to COVID-19 Business Support Grants.

- 5.3. The financial forecast for the revenue budget to 31 March 2022 is a breakeven position, excluding the COVID-19 costs and loss of income.
  - 5.4. Virements are proposed to realign budgets. These movements have been detailed in the appendices to this report, as appropriate.
  - 5.5. **Employability Programme:** The Personnel Service page of this monitoring report includes an annual budget for the delivery of Employability Programmes. A significant portion of this is external funding. Work continues to ensure the deliverability of the many and varied programmes being run by the Council, however a combination of the marketplace, the restrictions of the pandemic and the availability of suitable clients are combining to indicate the potential for an impact on delivery timescales.
  - 5.6. If a delay does materialise, this may mean that some of the monies while committed, will need to be carried into the new financial year. The spend position will continue to be monitored as we go through the year and members notified if an underspend in-year is confirmed. Any carry forward of grant would be in line with the conditions of award.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
  - 8.2. There is also no requirement to undertake any consultation in terms of the information contained in the report.

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

26 July 2021

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

- ◆ Value: Accountable, Effective, Efficient and Transparent

#### **Previous References**

- ◆ None

### **List of Background Papers**

- ◆ Financial ledger and budget monitoring results to 16 July 2021

### **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## Finance and Corporate Resources Summary

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/07/21	Actual 16/07/21	Variance 16/07/21		% Variance 16/07/21
	£000	£000	£000	£000	£000	£000		
<b><u>Budget Category</u></b>								
Employee Costs	32,084	32,084	0	8,904	9,186	(282)	over	(3.2%)
Property Costs	2,692	2,692	0	395	310	85	under	21.5%
Supplies & Services	8,206	8,206	0	4,486	5,852	(1,366)	over	(30.5%)
Transport & Plant	75	75	0	8	1	7	under	87.5%
Administration Costs	7,202	7,202	0	2,941	2,932	9	under	0.3%
Payments to Other Bodies	17,995	17,995	0	7,581	7,956	(375)	over	(4.9%)
Payments to Contractors	271	271	0	3	11	(8)	over	(266.7%)
Transfer Payments	68,542	68,542	0	16,427	16,428	(1)	over	0.0%
Financing Charges	1,043	1,043	0	392	385	7	under	1.8%
<b>Total Controllable Exp.</b>	138,110	138,110	0	41,137	43,061	(1,924)	over	(4.7%)
<b>Total Controllable Inc.</b>	(101,459)	(101,459)	0	(25,588)	(25,797)	209	over recovered	(0.8%)
<b>Net Controllable Exp.</b>	36,651	36,651	0	15,549	17,264	(1,715)	over	(11.0%)

**Variance Explanations**

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

**Budget Virements**

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



## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## Finance - Strategy Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/07/21	Actual 16/07/21	Variance 16/07/21		% Variance 16/07/21	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	2,919	2,919	0	796	794	2	under	0.3%	
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	19	19	0	12	10	2	under	16.7%	
Transport & Plant	0	0	0	0	0	0	-	n/a	
Administration Costs	112	112	0	4	7	(3)	over	(75.0%)	
Payments to Other Bodies	516	516	0	174	174	0	-	0.0%	
Payments to Contractors	22	22	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	16	16	0	1	1	0	-	0.0%	
<b>Total Controllable Exp.</b>	3,604	3,604	0	987	986	1	under	0.1%	
<b>Total Controllable Inc.</b>	(1,727)	(1,727)	0	0	(9)	9	-	n/a	
<b>Net Controllable Exp.</b>	1,877	1,877	0	987	977	10	under	1.0%	

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## Finance - Transactions Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/07/21	Actual 16/07/21	Variance 16/07/21		% Variance 16/07/21	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	10,165	10,165	0	2,791	2,852	(61)	over	(2.2%)	1, a.
Property Costs	1,973	1,973	0	240	239	1	under	0.4%	
Supplies & Services	806	808	0	454	501	(47)	Over	(10.4%)	2, a
Transport & Plant	8	8	0	1	0	1	under	100.0%	
Administration Costs	962	962	0	855	859	(4)	over	(0.5%)	a
Payments to Other Bodies	1,516	1,516	0	801	801	0	-	n/a	
Payments to Contractors	249	249	0	3	5	(2)	over	(66.7%)	
Transfer Payments	68,542	68,542	0	16,427	16,369	58	under	0.4%	3
Financing Charges	101	101	0	5	5	0	-	0.0%	a
<b>Total Controllable Exp.</b>	84,322	84,322	0	21,577	21,631	(54)	over	(0.3%)	
<b>Total Controllable Inc.</b>	(72,076)	(72,078)	0	(16,757)	(16,776)	19	over recovered	0.1%	a
<b>Net Controllable Exp.</b>	12,246	12,246	0	4,820	4,855	(35)	over	(0.7%)	

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

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

**2. Supplies & Services**

This overspend reflects the requirement for service cover for nightshift work at the 24 hour control centre.

**3. Transfer Payments**

This underspend reflects the impact of benefits at this point in the year.

**Budget Virements**

- a. Transfer of Payroll team from Transactions to Personnel Services. Net Effect (£0.195m): Employee Costs (£0.496m), Supplies & Services (£0.007m), Administration (£0.003m), Financing Charges (£0.003m), Income £0.314m

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## Audit Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/07/21	Actual 16/07/21	Variance 16/07/21		% Variance 16/07/21	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	544	544	0	180	180	0	-	0.0%	
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	7	7	0	2	1	1	under	50.0%	
Transport & Plant	0	0	0	0	0	0	-	n/a	
Administration Costs	7	7	0	1	2	(1)	over	(100.0%)	
Payments to Other Bodies	0	0	0	0	1	(1)	over	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	1	0	1	under	100.0%	
<b>Total Controllable Exp.</b>	562	562	0	184	184	0	-	0.0%	
<b>Total Controllable Inc.</b>	(238)	(238)	0	0	(2)	2	under	n/a	
<b>Net Controllable Exp.</b>	324	324	0	184	182	2	under	1.1%	

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## Information Technology Services

Budget Category	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/07/21	Actual 16/07/21	Variance 16/07/21		% Variance 16/07/21	Note
	£000	£000	£000	£000	£000	£000			
Employee Costs	5,173	5,173	0	1,395	1,415	(20)	over	(1.4%)	
Property Costs	579	579	0	119	54	65	under	54.6%	1
Supplies & Services	5,978	5,978	0	3,355	3,574	(219)	over	(6.5%)	2
Transport & Plant	4	4	0	1	0	1	under	100.0%	
Administration Costs	1,727	1,727	0	819	853	(34)	over	(4.2%)	
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	501	501	0	288	286	2	under	0.7%	
<b>Total Controllable Exp.</b>	<b>13,962</b>	<b>13,962</b>	<b>0</b>	<b>5,977</b>	<b>6,182</b>	<b>(205)</b>	<b>over</b>	<b>(3.4%)</b>	
<b>Total Controllable Inc.</b>	<b>(8,696)</b>	<b>(8,696)</b>	<b>0</b>	<b>(1,120)</b>	<b>(1,325)</b>	<b>205</b>	<b>over recovered</b>	<b>18.3%</b>	<b>3, a</b>
<b>Net Controllable Exp.</b>	<b>5,266</b>	<b>5,266</b>	<b>0</b>	<b>4,857</b>	<b>4,857</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	

Variance Explanations

- Property Costs**  
This underspend in electricity is due to reduced usage of the Caird data centre in advance of the planned moves. The budgets will be realigned to reflect the new service provision.
- Supplies and Services**  
The overspend reflects greater than anticipated licence and server support costs and is offset by an over recovery in income (see 3 below).
- Income**  
The over recovery in income from recharges offsets the overspend in spend noted in 2 above.

Budget Virements

- Allocation of Corporate saving for Spend to Save. Net Effect (£0.429m): Income (£0.429m)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## Personnel Services

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion 16/07/21	Actual 16/07/21	Variance 16/07/21		% Variance 16/07/21	Note
	£000	£000	£000	£000	£000	£000			
<b><u>Budget Category</u></b>									
Employee Costs	7,706	7,706	0	2,187	2,215	(28)	over	(1.3%)	a,b
Property Costs	122	122	0	32	18	14	under	43.8%	
Supplies & Services	279	279	0	83	87	(4)	over	(4.8%)	a
Transport & Plant	20	20	0	4	0	4	under	100.0%	
Administration Costs	967	967	0	282	308	(26)	over	(9.2%)	a
Payments to Other Bodies	7,681	7,681	0	232	246	(14)	over	(6.0%)	c
Payments to Contractors	0	0	0	0	2	(2)	-	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	42	42	0	2	1	1	under	50.0%	a
<b>Total Controllable Exp.</b>	16,817	16,817	0	2,822	2,877	(55)	over	(1.9%)	
<b>Total Controllable Inc.</b>	(4,810)	(4,810)	0	(299)	(335)	36	over recovered	12.0%	a
<b>Net Controllable Exp.</b>	12,007	12,007	0	2,523	2,542	(19)	over	(0.8%)	

**Budget Virements**

- a. Transfer of Payroll team from Transactions to Personnel Services. Net Effect £0.195m: Employee Costs £0.496m, Supplies & Services £0.007m, Administration £0.003m, Financing Charges £0.003m, Income (£0.314m)
- b. Transfer from reserves for Modern Apprenticeship Assessors. Net Effect £0.431m: Employee Costs £0.431m.
- c. Transfer from reserves for Employability funding for No One Left Behind, PESF, Youth Guarantee, Upskilling, Connect 2, Adult Gateway and PACE. Net Effect £3.170m: Payment to Other Bodies £3.170m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## 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 16/07/21</b>	<b>Actual 16/07/21</b>	<b>Variance 16/07/21</b>		<b>% Variance 16/07/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	3,878	3,878	0	1,094	1,136	(42)	over	(3.8%)	1
Property Costs	18	18	0	4	0	4	under	100.0%	
Supplies & Services	118	118	0	49	63	(14)	over	(28.6%)	
Transport & Plant	14	14	0	2	0	2	under	100.0%	
Administration Costs	2,225	2,225	0	693	676	17	under	2.5%	
Payments to Other Bodies	679	679	0	295	295	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	33	33	0	8	4	4	under	50.0%	
<b>Total Controllable Exp.</b>	6,965	6,965	0	2,145	2,174	(29)	over	(1.4%)	
<b>Total Controllable Inc.</b>	(2,918)	(2,918)	0	(407)	(429)	22	over recovered	5.4%	
<b>Net Controllable Exp.</b>	4,047	4,047	0	1,738	1,745	(7)	over	(0.4%)	

Variance Explanations**1. Employee Costs**

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

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## 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 16/07/21</b>	<b>Actual 16/07/21</b>	<b>Variance 16/07/21</b>		<b>% Variance 16/07/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	1,699	1,699	0	461	466	(5)	over	(1.1%)	
Property Costs	0	0	0	0	0	0	-	n/a	
Supplies & Services	610	610	0	142	112	30	under	21.1%	
Transport & Plant	29	29	0	0	0	0	-	n/a	
Administration Costs	1,202	1,202	0	287	223	64	under	22.3%	1
Payments to Other Bodies	5	5	0	1	1	0	-	0.0%	
Payments to Contractors	0	0	0	0	4	(4)	over	n/a	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	346	346	0	87	88	(1)	over	(1.1%)	
<b>Total Controllable Exp.</b>	<b>3,891</b>	<b>3,891</b>	<b>0</b>	<b>978</b>	<b>894</b>	<b>84</b>	<b>under</b>	<b>8.6%</b>	
<b>Total Controllable Inc.</b>	<b>(3,007)</b>	<b>(3,007)</b>	<b>0</b>	<b>(538)</b>	<b>(454)</b>	<b>(84)</b>	<b>under recovered</b>	<b>15.6%</b>	<b>2</b>
<b>Net Controllable Exp.</b>	<b>884</b>	<b>884</b>	<b>0</b>	<b>440</b>	<b>440</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	

**Variance Explanations****1. Administration Costs**

There is an underspend in Printing & Stationery costs due to home working across the Council. This is offset by an under recovery in income (see 2 below).

**2. Income**

A reduction in income from recharges offsets the underspend detailed in 2 above.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Finance and Corporate Resources Committee: Period Ended 16 July 2021 (No.4)

## COVID - 19

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 16/07/21</b>	<b>Actual 16/07/21</b>	<b>Variance 16/07/21</b>		<b>% Variance 16/07/21</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	0	0	0	0	128	(128)	over	n/a	1
Property Costs	0	0	0	0	(1)	1	under	n/a	
Supplies & Services	389	389	0	389	1,504	(1,115)	over	(286.6%)	2
Transport & Plant	0	0	0	0	1	(1)	over	n/a	
Administration Costs	0	0	0	0	4	(4)	over	n/a	
Payments to Other Bodies	7,598	7,598	0	6,078	6,438	(360)	over	(5.9%)	3
Payments to Contractors	0	0	0	0	0	0	-	n/a	
Transfer Payments	0	0	0	0	59	(59)	over	n/a	4
Financing Charges	0	0	0	0	0	0	-	n/a	
<b>Total Controllable Exp.</b>	<b>7,987</b>	<b>7,987</b>	<b>0</b>	<b>6,467</b>	<b>8,131</b>	<b>(1,666)</b>	<b>over</b>	<b>(%)</b>	
<b>Total Controllable Inc.</b>	<b>(7,987)</b>	<b>(7,987)</b>	<b>0</b>	<b>(6,467)</b>	<b>(6,467)</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	
<b>Net Controllable Exp.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,666</b>	<b>(1,666)</b>	<b>over</b>	<b>n/a</b>	

Variance Explanations**1. Employee Costs**

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

**2. Supplies and Services**

The overspend relates mainly to Family Pandemic Payments, Free School Meals provided over the Easter period and £100 spring hardship payments.

**3. Payments to Other Bodies**

This overspend is payments made to support third sector organisations covered by the financial insecurities funding.

**4. Transfer Payments**

This overspend reflects the impact of benefits for individuals in homeless accommodation.



# Report

6

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>1 September 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

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

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the progress of the capital programme for Finance and Corporate Resources for the period 1 April 2020 to 31 March 2021

## 2. Recommendation(s)

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

- (1) that the Finance and Corporate Resources capital programme of £3.282 million, and expenditure for the year of £2.038 million, be noted.

## 3. Background

3.1. This is the final capital monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2020/2021.

3.2. As noted in the last report to this Committee (2 June 2021), the budget for Finance and Corporate Resources for financial year 2020/2021 was £3.282 million. There have been no other changes to this budget allocation since that meeting.

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

## 4. 2020/2021 Final Position

4.1. The total capital programme for Finance and Corporate Resources for 2020/2021 was £3.282 million.

4.2. Total expenditure to the 31 March 2021 was £2.038 million, a difference of £1.244 million on the programme of £3.282 million.

4.3. The final expenditure position of £2.038 million is lower than the projected outturn of £2.605 million reported to this Committee previously (2 June 2021). The projected outturn as at period 12 was due to the impact of Covid-19 lockdowns on the progression of a number of projects. This included some IT Infrastructure refresh projects where the budget is now required in 2021/2022 rather than 2020/2021

- 4.4. The additional underspend at the year-end, in comparison to the period 12 outturn, totalled £0.567 million and was mainly due to revised timing of equipment orders and installation timing for the replacement of the Caird Data Centre project (£0.410m) along with the availability of external funding being utilised in first instance on the Climate Change/Digital Transformation Fund (£0.138m).
- 4.5. Any underspend on these projects, along with the funding, will carry forward into next financial year as required. An update on the 2021/2022 programme is detailed in a separate report to this Committee.
- 4.6. **Accounting Adjustments** While sections 4.1 to 4.5 detail the position on the Capital Programme as set, Accounting Regulations mean that adjustments are required to report spend correctly as either capital or revenue for the purposes of publishing our Annual Accounts. This includes where spend is in relation to assets that are not owned by the Council and where the spend must be classed as revenue. There is no operational impact for projects from this adjustment – it is an accounting entry only.
- 4.7. £0.032 million of revenue spend should be recorded as capital. This transfer means that for the purpose of publishing our Annual Accounts only, there is capital spend of £2.070 million.

## **5. Employee Implications**

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

## **6. Financial Implications**

- 6.1. The financial implications are detailed in section 4.

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

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

## **8. Other Implications**

- 8.1. 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.

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

**Paul Manning**

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

11 August 2021

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

- ◆ Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ Finance and Corporate Resources Committee, 2 June 2021

**List of Background Papers**

- ◆ Financial ledger to 31 March 2021

**Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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

**South Lanarkshire Council**  
**Capital Expenditure 2020-2021**  
**Finance and Corporate Resources Programme**  
**For Period 1 April 2020 – 31 March 2021**

<b><u>Finance and Corporate Resources</u></b>	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Actual Expenditure £000
Information Technology Services	4,749	(362)	(1,105)	3,282	2,038
<b>TOTAL</b>	<b>4,749</b>	<b>(362)</b>	<b>(1,105)</b>	<b>3,282</b>	<b>2,038</b>

**Accounting Adjustments:**

Add: Transfers to Capital from Revenue	32
<b>2020/21 Outturn Position (Accounting Basis Only)</b>	<b>2,070</b>

# Report

7

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>1 September 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Capital Budget Monitoring 2021/2022 - Finance and Corporate Resources</b>
----------	--

## 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 2021 to 16 July 2021

## 2. Recommendation(s)

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

- (1) that the Finance and Corporate Resources capital programme of £2.776 million, and expenditure to date of £0.507 million, be noted.

## 3. Background

- 3.1. This is the first capital monitoring report presented to the Finance and Corporate Resources Committee for the financial year 2021/2022. Further reports will follow throughout the year.
- 3.2. The budget of £2.776 million for Finance and Corporate Resources is based on the overall Capital Programme for 2021/2022, which was approved by the Executive Committee on 23 June 2021.
- 3.3. The report details the financial position for Finance and Corporate Resources in Appendix A.

## 4. 2021/2022 Capital Programme Update

- 4.1. As detailed in Section 3.2, the revised capital programme for Finance and Corporate Resources for 2021/2022 is £2.776 million. Anticipated spend to date was £0.440 million and spend to 16 July 2021 amounts to £0.507 million. This represents a position of £0.067 million ahead of profile and this mainly reflects good progress made on the Caird Data Centre project.

## 5. Employee Implications

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

## 6. Financial Implications

- 6.1. The financial implications are detailed in section 4 of the report.

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

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

## **8. Other Implications**

- 8.1. 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.

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

**Paul Manning**

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

11 August 2021

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

- ◆ Accountable, Effective, Efficient and Transparent

## **Previous References**

- ◆ Executive Committee, 23 June 2021

## **List of Background Papers**

- ◆ Financial ledger to 16 July 2021

## **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

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

**South Lanarkshire Council**  
**Capital Expenditure 2021-2022**  
**Finance and Corporate Resources Programme**  
**For Period 1 April 2021 – 16 July 2021**

<b><u>Finance and Corporate Resources</u></b>	Total Original Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Actual Expenditure £000
Information Technology Services	2,776	-	-	2,776	507
<b>TOTAL</b>	<b>2,776</b>	<b>-</b>	<b>-</b>	<b>2,776</b>	<b>507</b>





# Report

8

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resources – Workforce  
Monitoring – April to June 2021**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for the period April to June 2021 relating to Finance and Corporate Resources

## 2. Recommendation(s)

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

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

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

## 3. Background

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

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for June 2021 was 3.5%, which is an increased of 0.2% when compared to last month and is 1.2% lower than the Council-wide figure. Compared to June 2020, the Resource absence figure has increased by 1.6%.

Based on the absence figures at June 2021 and annual trends, the projected annual average absence for the Resource for 2021/2022 is 2.9%, compared to a Council-wide average figure of 4.5%.

For the financial year 2021/2022, the average days lost per employee equates to 7.2 days, compared with the overall figure for the Council of 11.0 days per employee.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. As this report was being prepared, at 28 June 2021, the Council overall absence level was 4.05% with 0.41% of this relating to Covid-19 for sickness and special leave.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 52 referrals were made this period, an increase of 32 when compared with the same period last year.

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

There was 1 accident/incident 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)**

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

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

There were 7 leavers in the Resource this period who were eligible for an exit interview. This figure has increased by 5 when compared with the same period last year. Exit interviews were held with 43% of employees, compared with 0% for the same period last year.

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

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

**4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period April to June 2021, 18 employees in total left employment. Managers indicated that 14 posts (11.03 FTE) are being replaced, 1 post (0.60 FTE) was being held pending a service review and 3 posts (2.80 FTE) are being removed for savings.**

**5. Staffing Watch**

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

## **6. Employee Implications**

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

## **7. Financial Implications**

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

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

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

## **9. Other Implications**

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

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

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

**Paul Manning**

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

12 July 2021

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

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

### **Previous References**

- ◆ Finance and Corporate Resources – 2 June 2021

### **List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources.

### **Contact for Further Information**

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

Laurane Rhind, Personnel Services Manager

Ext: 4239 (Tel: 01698 454721)

E-mail: [Laurane.Rhind@southlanarkshire.gov.uk](mailto:Laurane.Rhind@southlanarkshire.gov.uk)

**ABSENCE TRENDS - 2019/2020, 2020/2021 & 2021/2022**  
**Finance and Corporate Resources**

APT&C				Manual Workers				Resource Total				Council Wide				
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022	
April	3.5	3.5	2.6	April	7.1	8.5	0.0	April	3.6	3.6	2.6	April	4.0	4.4	4.3	
May	3.2	2.3	3.3	May	0.0	16.0	0.0	May	3.2	2.4	3.3	May	4.4	3.1	4.9	
June	3.3	1.9	3.5	June	0.5	7.4	0.0	June	3.2	1.9	3.5	June	4.4	2.7	4.7	
July	3.3	2.0		July	2.4	3.5		July	3.2	2.0		July	3.4	2.3		
August	3.6	1.8		August	5.9	12.1		August	3.6	2.0		August	3.7	3.1		
September	3.3	2.3		September	3.5	13.4		September	3.3	2.4		September	4.5	4.2		
October	3.7	3.2		October	3.6	10.2		October	3.7	3.3		October	4.6	4.8		
November	3.9	3.1		November	2.6	11.4		November	3.8	3.2		November	5.5	5.8		
December	4.6	2.7		December	1.3	11.4		December	4.5	2.8		December	5.7	5.6		
January	3.9	2.8		January	0.0	7.0		January	3.9	2.8		January	5.3	4.8		
February	4.1	3.5		February	7.6	0.0		February	4.1	3.5		February	5.6	4.8		
March	4.5	3.5		March	4.6	0.0		March	4.5	3.5		March	6.2	4.9		
Annual Average	3.7	2.7	2.9	Annual Average	3.3	8.4	5.8	Annual Average	3.7	2.8	2.9	Annual Average	4.8	4.2	4.5	
Average Apr-Jun	3.3	2.6	3.1	Average Apr-Jun	2.5	10.6	0.0	Average Apr-Jun	3.3	2.6	3.1	Average Apr-Jun	4.3	3.4	4.6	
No of Employees at 30 June 2021			944	No of Employees at 30 June 2021			0	No of Employees at 30 June 2021			944	No of Employees at 30 June 2021			16086	

For the financial year 2021/22, the projected average days lost per employee equates to 7.2 days.

## FINANCE AND CORPORATE RESOURCES

	Apr-Jun 2020	Apr-Jun 2021
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	9	19
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	0	0
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	2	15
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	9	18
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	0	0
<b>TOTAL</b>	20	52

CAUSE OF ACCIDENTS/INCIDENTS	Apr-Jun 2020	Apr-Jun 2021
Minor	0	1
<b>Total Accidents/Incidents</b>	0	1

\*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	Apr-Jun 2020	Apr-Jun 2021
Total Number of Hearings	0	0

RECORD OF GRIEVANCE HEARINGS	Apr-Jun 2020	Apr-Jun 2021
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Apr-Jun 2020	Apr-Jun 2021
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	Apr-Jun 2020	Apr-Jun 2021
Career Advancement	0	3
<b>Number of Exit Interviews conducted</b>	<b>0</b>	<b>3</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>2</b>	<b>7</b>
--	----------	----------

<b>Percentage of interviews conducted</b>	<b>0%</b>	<b>43%</b>
---	-----------	------------

## Appendix 2a

	Apr - June 2021		Cumulative total	
	FTE*	H/C**	FTE	H/C
Terminations/Leavers	14.43	18	14.43	18
Being replaced	11.03	14	11.03	14
Filled on fixed term basis	0.00	0	0.00	0
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	0.00	0	0.00	0
Held pending service Review	0.60	1	0.60	1
Plan to remove for savings	2.80	3	2.80	3

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

**1. As at 13 March 2021**

Total Number of Employees				
Male		Female		Total
F/T	P/T	F/T	P/T	
200	16	349	305	870

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
2.00	112.37	338.88	227.40	55.54	25.30	6.00	1.00	0.00	768.49

**1. As at 12 December 2020**

Total Number of Employees				
Male		Female		Total
F/T	P/T	F/T	P/T	
200	16	351	303	870

*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	Total
2.00	111.50	340.25	228.96	54.54	25.10	6.00	1.00	0.00	769.35





# Report

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council-wide Workforce Monitoring – April to June 2021**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period April to June 2021

## 2. Recommendation(s)

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

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

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

## 3. Background

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

## 4. Attendance Statistics

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

The Council's absence rate for June 2021, shown in Appendix 1, is 4.7%, which represents a decrease of 0.2% when compared with last month and the figure has increased by 2.0% when compared to June 2020.

When compared to June 2020, the APT&C absence rate has increased by 1.9%, the teachers' figure has increased by 1.7% and the manual workers' figure has increased by 2.5%.

Based on annual trends and the absence rate to June 2021, the projected average absence rate for the Council for the financial year 2021/2022 is 4.5%.

For the financial year 2021/2022, the average days lost per employee equates to 11.0 days.

In comparison to June 2020 (Appendix 8):-

- ◆ Psychological and musculoskeletal conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 2127 days.
- ◆ Total days lost due to musculoskeletal conditions have increased by 1341 days.
- ◆ Total days lost due to respiratory conditions have increased by 793 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 785 days.

It is noted that during the early months of the pandemic absences in most areas reduced in some part due to lockdown measures. The increases we now see occur as many of our services have returned closer to normal delivery.

## **5. Occupational Health**

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

- ◆ during the period there were 392 employees referred for a medical examination, an increase of 182 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 494 employees attended physiotherapy treatment, showing an increase of 399 when compared to the same period last year. Of the 494 employees referred, 74% remained at work whilst undertaking treatment.
- ◆ during this period 378 employees were referred to the Employee Support Officer, showing an increase of 232 when compared with the same period last year. Of the referrals made this period, 88% related to personal reasons.
- ◆ 127 employees were referred to the PAM Assist counselling service this period, showing an increase of 62 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 59% of the referrals made, 21% were for work related reasons and 20% were for other reasons.
- ◆ 25 employees were referred for Cognitive Behavioural Therapy this period, this figure has increased by 11 when compared to the same period last year.

## **6. Accidents/Incidents**

6.1. The accident/incident report for April to June 2021 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 296, this figure has increased by 217 from the same period last year.
- ◆ there were no specified injuries recorded, this figure remains unchanged from the same period last year.
- ◆ there were 288 minor accidents/incidents, this figure has increased by 216 from the same period last year.
- ◆ there were 3 accidents resulting in an absence lasting over 3 days during the period, this figure has increased by 1 from the same period last year.
- ◆ there were 5 accidents resulting in an absence lasting over 7 days during the period, this figure remains unchanged 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 April to June 2021 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 23 disciplinary hearings were held across Resources within the Council, an increase of 19 when compared to the same period last year.
- ◆ action was taken in 19 of these cases. One appeal was raised against the outcome, of which was not upheld.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 52% of hearings met this target.
- ◆ during the period, 2 appeals were heard by the Appeals Panel and both were upheld in part.
- ◆ at the end of June 2021, no Appeals Panels were pending.
- ◆ during the period, no grievance cases were raised.
- ◆ during the period, 3 Dignity at Work cases were raised.
- ◆ during the period, no referrals for mediation were submitted.

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

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

### **Labour Turnover**

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

133 leavers eligible for exit interviews/14,894 employees in post = Labour Turnover of 0.9%.

Based on the figure at June 2021, the projected annual labour turnover figure for the financial year 2021/2022 for the Council is 3.6%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 133 employees leaving the Council that were eligible for an exit interview, an increase of 94 when compared with the same period last year.
- ◆ exit interviews were held with 29% of leavers, which is a decrease of 2% when compared with the same period last year.

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

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

- 8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From April to June 2021, 279 (195.60 FTE) employees left employment. Managers indicated that 264 (183.29 FTE) would be replaced, 5 posts (3.27 FTE) have been left vacant due to pending savings or service reviews, 4 posts (4.00 FTE) were due to the end of a fixed term contracts, 4 posts (3.30 FTE) are being removed for savings, 1 post (1.00 FTE) was filled on a temporary basis and the budget for 1 post (0.74 FTE) is transferring to another post.

## **9. Recruitment Monitoring**

- 9.1. Information on Recruitment Monitoring for April to June 2021 is contained within Appendix 14.

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

- ◆ overall, 2,154 applications and 2,131 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (98), 35 were shortlisted for interview and 9 were appointed
- ◆ of those applicants of a black/ethnic minority background (76), 24 were shortlisted for interview and 9 were appointed.
- ◆ Of those applicants who are veterans (19), 11 were shortlisted for interview and none were appointed.

## **10. Staffing Watch**

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

## **11. Employee Implications**

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

## **12. Financial Implications**

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

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

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

## **14. Other Implications**

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

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

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

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

**Paul Manning**

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

12 July 2021

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

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

**Previous References**

- ◆ Finance and Corporate Resources Committee – 2 June 2021

**List of Background Papers**

- ◆ Monitoring information provided by Resources

**Contact for Further Information**

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

Laurane Rhind, Personnel Services Manager

Ext: 4721 (Tel: 01698 454721)

E-mail: [Laurane.Rhind@southlanarkshire.gov.uk](mailto:Laurane.Rhind@southlanarkshire.gov.uk)

## ABSENCE TRENDS - 2019/2020, 2020/2021 &amp; 2021/2022

## Council Wide

APT&C				Teachers				Manual Workers				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.0	4.2	4.1	April	2.9	2.9	2.5	April	5.2	6.0	6.2	April	4.0	4.4	4.3
May	4.4	2.9	4.7	May	3.2	1.4	3.2	May	5.6	4.9	6.7	May	4.4	3.1	4.9
June	4.4	2.5	4.4	June	2.7	0.9	2.6	June	5.7	4.5	7.0	June	4.4	2.7	4.7
July	3.5	2.2		July	1.2	0.5		July	5.1	4.0		July	3.4	2.3	
August	3.9	2.9		August	1.3	1.2		August	5.5	5.1		August	3.7	3.1	
September	4.5	4.1		September	2.5	2.7		September	6.1	5.8		September	4.5	4.2	
October	4.7	4.7		October	2.6	3.2		October	6.1	6.4		October	4.6	4.8	
November	5.7	5.6		November	3.8	4.6		November	6.6	7.3		November	5.5	5.8	
December	5.7	5.3		December	3.8	4.7		December	7.2	6.9		December	5.7	5.6	
January	5.2	4.5		January	3.4	2.7		January	7.1	7.2		January	5.3	4.8	
February	5.6	4.3		February	3.8	2.5		February	7.3	7.4		February	5.6	4.8	
March	6.2	4.6		March	4.8	2.9		March	7.3	7.2		March	6.2	4.9	
Annual Average	4.8	4.0	4.3	Annual Average	3.0	2.5	2.8	Annual Average	6.2	6.1	6.4	Annual Average	4.8	4.2	4.5
Average Apr-Jun	4.3	3.2	4.4	Average Apr-Jun	2.9	1.7	2.8	Average Apr-Jun	5.5	5.1	6.6	Average Apr-Jun	4.3	3.4	4.6
No of Employees at 30 June 2021			7464	No of Employees at 30 June 2021			3930	No of Employees at 30 June 2021			4692	No of Employees at 30 June 2021			16086

For the financial year 2021/22, the projected average days lost per employee equates to 11.0 days.

## ABSENCE TRENDS - 2019/2020, 2020/2021 &amp; 2021/2022

## Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	4.0	3.1	2.3	April	4.4	5.3	5.7	April	4.3	5.0	5.2	April	4.0	4.4	4.3				
May	3.6	2.4	2.7	May	5.1	4.3	6.4	May	4.9	4.0	5.9	May	4.4	3.1	4.9				
June	3.9	1.6	2.8	June	5.5	4.0	6.6	June	5.3	3.6	6.0	June	4.4	2.7	4.7				
July	3.9	1.8		July	4.3	3.6		July	4.3	3.4		July	3.4	2.3					
August	4.0	1.7		August	5.1	4.9		August	4.9	4.4		August	3.7	3.1					
September	2.9	1.6		September	5.9	5.8		September	5.4	5.1		September	4.5	4.2					
October	3.4	3.1		October	5.9	6.3		October	5.5	5.8		October	4.6	4.8					
November	4.8	3.6		November	6.6	7.1		November	6.4	6.6		November	5.5	5.8					
December	5.4	3.1		December	7.0	6.4		December	6.8	5.9		December	5.7	5.6					
January	4.1	3.4		January	6.6	6.0		January	6.2	5.6		January	5.3	4.8					
February	3.8	2.8		February	7.1	6.5		February	6.6	5.9		February	5.6	4.8					
March	4.5	2.6		March	7.1	6.8		March	6.7	6.2		March	6.2	4.9					
Annual Average	4.0	2.6	2.6	Annual Average	5.9	5.6	6.0	Annual Average	5.6	5.1	5.5	Annual Average	4.8	4.2	4.5				
Average Apr-Jun	3.8	2.4	2.6	Average Apr-Jun	5.0	4.5	6.2	Average Apr-Jun	4.8	4.2	5.7	Average Apr-Jun	4.3	3.4	4.6				
No of Employees at 30 June 2021				545	No of Employees at 30 June 2021				3034	No of Employees at 30 June 2021				3579	No of Employees at 30 June 2021				16086
For the financial year 2021/22, the projected average days lost per employee equates to 14.2 days.																			

## ABSENCE TRENDS - 2019/2020, 2020/2021 &amp; 2021/2022

## Education Resources

APT&C				Teachers				Resource Total				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
April	3.5	3.9	4.8	April	2.9	2.9	2.5	April	3.2	3.3	3.5	April	4.0	4.4	4.3
May	4.2	2.2	5.7	May	3.2	1.4	3.2	May	3.6	1.8	4.4	May	4.4	3.1	4.9
June	3.8	1.8	4.7	June	2.7	0.9	2.6	June	3.2	1.3	3.5	June	4.4	2.7	4.7
July	2.4	1.3		July	1.2	0.5		July	1.7	0.9		July	3.4	2.3	
August	2.8	2.7		August	1.3	1.2		August	2.0	1.8		August	3.7	3.1	
September	4.3	4.8		September	2.5	2.7		September	3.3	3.6		September	4.5	4.2	
October	4.5	5.4		October	2.6	3.2		October	3.5	4.1		October	4.6	4.8	
November	5.8	6.6		November	3.8	4.6		November	4.7	5.5		November	5.5	5.8	
December	5.5	6.5		December	3.8	4.7		December	4.6	5.5		December	5.7	5.6	
January	5.1	4.8		January	3.4	2.7		January	4.2	3.6		January	5.3	4.8	
February	5.7	4.7		February	3.8	2.5		February	4.6	3.5		February	5.6	4.8	
March	7.1	5.6		March	4.8	2.9		March	5.8	4.1		March	6.2	4.9	
Annual Average	4.6	4.2	4.8	Annual Average	3.0	2.5	2.8	Annual Average	3.7	3.3	3.7	Annual Average	4.8	4.2	4.5
Average Apr-Jun	3.8	2.6	5.1	Average Apr-Jun	2.9	1.7	2.8	Average Apr-Jun	3.3	2.1	3.8	Average Apr-Jun	4.3	3.4	4.6
No of Employees at 30 June 2021			3254	No of Employees at 30 June 2021			3930	No of Employees at 30 June 2021			7184	No of Employees at 30 June 2021			16086

For the financial year 2021/22, the projected average days lost per employee equates to 9.2 days.



## ABSENCE TRENDS - 2019/2020, 2020/2021 &amp; 2021/2022

## Finance and Corporate Resources

Finance and Corporate Resources															
APT&C				Manual Workers				Resource Total				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
April	3.5	3.5	2.6	April	7.1	8.5	0.0	April	3.6	3.6	2.6	April	4.0	4.4	4.3
May	3.2	2.3	3.3	May	0.0	16.0	0.0	May	3.2	2.4	3.3	May	4.4	3.1	4.9
June	3.3	1.9	3.5	June	0.5	7.4	0.0	June	3.2	1.9	3.5	June	4.4	2.7	4.7
July	3.3	2.0		July	2.4	3.5		July	3.2	2.0		July	3.4	2.3	
August	3.6	1.8		August	5.9	12.1		August	3.6	2.0		August	3.7	3.1	
September	3.3	2.3		September	3.5	13.4		September	3.3	2.4		September	4.5	4.2	
October	3.7	3.2		October	3.6	10.2		October	3.7	3.3		October	4.6	4.8	
November	3.9	3.1		November	2.6	11.4		November	3.8	3.2		November	5.5	5.8	
December	4.6	2.7		December	1.3	11.4		December	4.5	2.8		December	5.7	5.6	
January	3.9	2.8		January	0.0	7.0		January	3.9	2.8		January	5.3	4.8	
February	4.1	3.5		February	7.6	0.0		February	4.1	3.5		February	5.6	4.8	
March	4.5	3.5		March	4.6	0.0		March	4.5	3.5		March	6.2	4.9	
Annual Average	3.7	2.7	2.9	Annual Average	3.3	8.4	5.8	Annual Average	3.7	2.8	2.9	Annual Average	4.8	4.2	4.5
Average Apr-Jun	3.3	2.6	3.1	Average Apr-Jun	2.5	10.6	0.0	Average Apr-Jun	3.3	2.6	3.1	Average Apr-Jun	4.3	3.4	4.6
No of Employees at 30 June 2021			944	No of Employees at 30 June 2021			0	No of Employees at 30 June 2021			944	No of Employees at 30 June 2021			16086

For the financial year 2021/22, the projected average days lost per employee equates to 7.2 days.

## ABSENCE TRENDS - 2019/2020, 2020/2021 &amp; 2021/2022

## Housing &amp; Technical Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
April	3.9	4.1	3.2	April	6.7	3.5	3.6	April	5.0	3.8	3.3	April	4.0	4.4	4.3
May	4.2	2.8	2.9	May	5.1	2.0	4.2	May	4.5	2.5	3.4	May	4.4	3.1	4.9
June	4.8	3.2	3.5	June	5.0	2.0	6.2	June	4.9	2.7	4.6	June	4.4	2.7	4.7
July	4.1	2.7		July	5.4	2.7		July	4.6	2.7		July	3.4	2.3	
August	4.0	2.5		August	5.7	3.4		August	4.7	2.8		August	3.7	3.1	
September	4.4	2.1		September	5.8	3.3		September	5.0	2.6		September	4.5	4.2	
October	4.3	2.9		October	6.6	3.9		October	5.2	3.3		October	4.6	4.8	
November	5.5	3.7		November	6.1	5.6		November	5.7	4.5		November	5.5	5.8	
December	5.2	3.3		December	6.3	4.8		December	5.6	3.9		December	5.7	5.6	
January	5.8	3.5		January	5.9	4.4		January	5.8	3.9		January	5.3	4.8	
February	5.8	3.2		February	5.7	4.7		February	5.8	3.8		February	5.6	4.8	
March	5.1	3.1		March	6.5	4.5		March	5.7	3.6		March	6.2	4.9	
Annual Average	4.8	3.1	3.1	Annual Average	5.9	3.7	4.3	Annual Average	5.2	3.3	3.5	Annual Average	4.8	4.2	4.5
Average Apr-Jun	4.3	3.4	3.2	Average Apr-Jun	5.6	2.5	4.7	Average Apr-Jun	4.8	3.0	3.8	Average Apr-Jun	4.3	3.4	4.6
No of Employees at 30 June 2021			892	No of Employees at 30 June 2021			575	No of Employees at 30 June 2021			1467	No of Employees at 30 June 2021			16086
For the financial year 2021/22, the projected average days lost per employee equates to 9.1 days.															

## ABSENCE TRENDS - 2019/2020, 2020/2021 &amp; 2021/2022

## Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
April	5.0	5.5	4.5	April	6.9	10.2	9.6	April	5.6	7.1	6.2	April	4.0	4.4	4.3
May	5.6	4.4	5.0	May	7.7	8.1	9.3	May	6.3	5.7	6.5	May	4.4	3.1	4.9
June	5.8	3.9	5.2	June	6.9	7.6	9.1	June	6.2	5.2	6.5	June	4.4	2.7	4.7
July	5.1	3.7		July	7.7	6.3		July	5.9	4.6		July	3.4	2.3	
August	5.9	4.4		August	6.7	6.7		August	6.2	5.2		August	3.7	3.1	
September	6.2	5.4		September	6.8	7.5		September	6.4	6.1		September	4.5	4.2	
October	6.1	5.9		October	6.5	8.2		October	6.2	6.7		October	4.6	4.8	
November	6.8	6.6		November	6.8	8.9		November	6.8	7.4		November	5.5	5.8	
December	6.9	6.5		December	8.7	10.3		December	7.5	7.7		December	5.7	5.6	
January	6.2	5.8		January	9.5	13.1		January	7.3	8.3		January	5.3	4.8	
February	6.8	5.1		February	8.8	12.6		February	7.5	7.6		February	5.6	4.8	
March	6.8	4.6		March	8.5	10.6		March	7.4	6.6		March	6.2	4.9	
Annual Average	6.1	5.2	5.2	Annual Average	7.6	9.2	9.4	Annual Average	6.6	6.5	6.6	Annual Average	4.8	4.2	4.5
Average Apr-Jun	5.5	4.6	4.9	Average Apr-Jun	7.2	8.6	9.3	Average Apr-Jun	6.0	6.0	6.4	Average Apr-Jun	4.3	3.4	4.6
No of Employees at 30 June 2021			1829	No of Employees at 30 June 2021			1083	No of Employees at 30 June 2021			2912	No of Employees at 30 June 2021			16086
For the financial year 2021/22, the projected average days lost per employee equates to 13.9 days.															

ABSENCE BY LONG AND SHORT TERM										Appendix 7
From: 1 April - 30 June 2021										
		April 2021			May 2021			June 2021		
Resource	No of employees	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	3579	1.3	3.9	5.2	1.9	4.0	5.9	1.8	4.2	6.0
Education	7184	0.7	2.8	3.5	1.4	3.0	4.4	1.1	2.4	3.5
Finance and Corporate	944	0.5	2.1	2.6	1.1	2.2	3.3	1.2	2.3	3.5
Housing & Technical	1467	1.0	2.3	3.3	1.3	2.1	3.4	1.9	2.7	4.6
Social Work	2912	1.6	4.6	6.2	1.8	4.7	6.5	1.6	4.9	6.5
Council Overall for April - June 2021	16086	1.0	3.3	4.3	1.5	3.4	4.9	1.4	3.3	4.7

## ATTENDANCE MONITORING

## Absence Classification

From : 1 June - 30 June 2021

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1420	31	840	16	143	22	340	25	706	20	3449	23
Psychological	1396	31	1758	34	241	37	396	29	1261	37	5052	33
Stomach, Bowel, Blood, Metabolic Disorders	335	7	439	8	8	1	137	10	291	8	1210	8
Respiratory	584	13	671	13	75	12	230	17	343	10	1903	12
Other Classification	833	18	1502	29	179	28	268	20	848	25	3630	24
<b>Total Days Lost By Resource</b>	4568	100	5210	100	646	100	1371	100	3449	100	15244	100
<b>Total Work Days Available</b>	76005		147043		18482		29933		52948			

From : 1 June - 30 June 2020

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	823	31	422	24	65	18	90	11	708	25	2108	25
Psychological	808	30	603	34	160	43	364	46	990	35	2925	35
Stomach, Bowel, Blood, Metabolic Disorders	134	5	76	4	9	2	73	9	133	5	425	5
Respiratory	246	9	298	17	39	11	90	11	437	16	1110	13
Other Classification	664	25	388	22	96	26	179	22	533	19	1860	22
<b>Total Days Lost By Resource</b>	2675	100	1787	100	369	100	796	100	2801	100	8428	100
<b>Total Work Days Available</b>	73353		140371		19063		29438		53811			

\*WDL = Work Days Lost

## OCCUPATIONAL HEALTH REPORTS

FROM: 1 April 2021 - 30 June 2021 comparison with 1 April 2020 - 30 June 2020

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Apr-Jun 2021)	113	33	68	19	42	117	392
TOTAL (Apr-Jun 2020)	66	13	17	9	36	69	210

No of Employees Referred For Physiotherapy				No of Employees Referred To Employee Support Officer				No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE		Apr-Jun 2020	Apr-Jun 2021	RESOURCE		Apr-Jun 2020	Apr-Jun 2021	RESOURCE	Apr-Jun 2020	Apr-Jun 2021
Community and Enterprise		21	131	Community and Enterprise		45	89	Community and Enterprise	2	2
Education (Teachers)		7	66	Education		18	139	Education	1	9
Education (Others)		12	108	Finance and Corporate		9	18	Finance and Corporate	0	0
Finance and Corporate		2	15	Housing and Technical		18	32	Housing and Technical	2	0
Housing and Technical		4	56	Social Work		56	100	Social Work	2	2
Social Work		49	118	TOTAL		146	378	Not Disclose	7	12
TOTAL		95	494					TOTAL	14	25

	Analysis of Counselling Referrals by Cause											
	Reason											
	Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total	
	M	S	M	S	M	S	M	S	M	S	M	S
TOTAL (Apr-Jun 2021)	27	0	0	0	75	0	13	0	12	0	127	0
TOTAL (Apr-Jun 2020)	1	0	0	0	55	0	4	0	5	0	65	0
								Total Referrals (Apr-Jun 2021)				127
								Total Referrals (Apr-Jun 2020)				65

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

**FROM: 1 April 2021 - 30 June 2021 comparison with 1 April 2020 - 30 June 2020**

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Specified Injury	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Specified Injury*</b>	0	0	0	0	0	0	0	0	0	0	0	0
Over 7-day	4	1	0	2	0	0	1	0	0	2	5	5
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 7-day**</b>	4	1	0	2	0	0	1	0	0	2	5	5
Over 3-day	1	1	1	0	0	0	1	0	0	1	3	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>	1	1	1	0	0	0	1	0	0	1	3	2
Minor	18	1	9	0	1	0	8	1	9	8	45	10
Near Miss	4	1	3	0	0	0	0	0	1	0	8	1
Violent Incident: Physical	1	0	217	37	0	0	0	0	4	17	222	54
Violent Incident: Verbal	3	0	6	0	0	0	1	0	3	7	13	7
<b>Total Minor***</b>	26	2	235	37	1	0	9	1	17	32	288	72
<b>Total Accidents/Incidents</b>	31	4	236	39	1	0	11	1	17	35	296	79

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

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

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

## RECORD OF DISCIPLINARY HEARINGS

FROM: 1 April 2021 - 30 June 2021 comparison with 1 April 2020 - 30 June 2020

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
					APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
COMMUNITY AND ENTERPRISE	0	5	N/A	5	0	0	N/A	0	0	5	N/A	5	1	2	2	60%
EDUCATION	4	0	2	6	1	0	0	1	3	0	2	5	2	1	3	50%
HOUSING & TECHNICAL	2	2	N/A	4	1	0	N/A	1	1	2	N/A	3	1	0	3	25%
SOCIAL WORK	2	6	N/A	8	0	2	N/A	2	2	4	N/A	6	3	2	3	63%
TOTAL (Apr-Jun 2021)	8	13	2	23	2	2	0	4	6	11	2	19	7	5	11	52%
TOTAL (Apr-Jun 2020)	1	2	1	4	0	0	0	0	1	2	1	4	1	0	3	25%

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 (Apr-Jun 2021)	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
TOTAL (Apr-Jun 2020)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

\*Resources nil responses are not included in figures

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

## APPEAL'S PANEL

FROM: 1 April to 30 June 2021

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



**RECORD OF GRIEVANCES****FROM: 1 April 2021 - 30 June 2021 comparison with 1 April 2020 - 30 June 2020**

<b>GRIEVANCES</b>	<b>No of Grievances</b>	<b>No Resolved at Stage 1</b>	<b>No Resolved at Stage 2</b>	<b>No Resolved at Stage 3</b>	<b>Still in Process</b>
<b>TOTAL (Apr-Jun 2021)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL (Apr-Jun 2020)</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>

**DIGNITY AT WORK****FROM: 1 April 2021 - 30 June 2021 comparison with 1 April 2020 - 30 June 2020**

<b>DIGNITY AT WORK</b>	<b>No of Incidents</b>	<b>No Resolved at Informal Stage</b>	<b>No Resolved at Formal Stage</b>	<b>No of Appeals</b>	<b>Appeals in Process</b>	<b>Still in Process</b>
<b>TOTAL (Apr-Jun 2021)</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL (Apr-Jun 2020)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

							Appendix 13
ANALYSIS OF LEAVERS AND EXIT INTERVIEWS							
EXIT INTERVIEWS (Apr-Jun 2021)							
REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	3	2	3	0	3	11	28
CHILD CARING / CARING RESPONSIBILITIES	4	1	0	0	1	6	15
POOR RELATIONSHIPS WITH MANAGERS / COLLEAGUES	1	1	0	0	2	4	10
DISSATISFACTION WITH TERMS AND CONDITIONS	1	1	0	0	1	3	8
FURTHER EDUCATION	0	2	0	0	0	2	5
MOVING OUTWITH AREA	1	0	0	0	0	1	3
TRAVELLING DIFFICULTIES	0	0	0	0	1	1	3
OTHER	6	1	0	1	3	11	28
NUMBER OF EXIT INTERVIEWS CONDUCTED	16	8	3	1	11	39	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	43	32	8	8	42	133	
% OF LEAVERS INTERVIEWED	37	25	38	13	26	29	
EXIT INTERVIEWS (Apr-Jun 2020)							
NUMBER OF EXIT INTERVIEWS CONDUCTED	1	6	0	0	5	12	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	7	8	2	0	22	39	
% OF LEAVERS INTERVIEWED	14	75	0	0	23	31	

<b>April to June 2021</b>	<b>Number of leavers</b>		<b>Replace Employee</b>		<b>Filling on a temp basis</b>		<b>Plan to transfer this budget to another post</b>		<b>End of fixed term post</b>		<b>Leave vacant pending savings or service review</b>		<b>Plan to remove for Savings</b>	
<b>Resource</b>	<b>Total FTE*</b>	<b>Total H/C**</b>	<b>FTE</b>	<b>H/C</b>	<b>FTE</b>	<b>H/C</b>	<b>FTE</b>	<b>H/C</b>	<b>FTE</b>	<b>H/C</b>	<b>FTE</b>	<b>H/C</b>	<b>FTE</b>	<b>H/C</b>
Community & Enterprise	47.88	86.00	45.88	84.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00
Education	56.35	77.00	52.77	72.00	0.00	0.00	0.74	1.00	2.00	2.00	0.84	2.00	0.00	0.00
Finance & Corporate	14.43	18.00	11.03	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	1.00	2.80	3.00
Housing & Technical	18.63	25.00	17.13	23.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	1.00
Social Work	58.31	73.00	56.48	71.00	0.00	0.00	0.00	0.00	0.00	0.00	1.83	2.00	0.00	0.00
<b>Total</b>	<b>195.60</b>	<b>279.00</b>	<b>183.29</b>	<b>264.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.74</b>	<b>1.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.27</b>	<b>5.00</b>	<b>3.30</b>	<b>4.00</b>
<b>Cumulative Total</b>	<b>195.60</b>	<b>279.00</b>	<b>183.29</b>	<b>264.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.74</b>	<b>1.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.27</b>	<b>5.00</b>	<b>3.30</b>	<b>4.00</b>
* Full time equivalent														

## RECRUITMENT MONITORING

### Analysis of Gender, Disability, Ethnicity and Age

**FROM : 1 April - 30 June 2021**

<b>Total Number of applications received:</b>	<b>2154</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>2131</b>
<b>Total Number of posts recruited for:</b>	<b>314</b>
<b>Total Number of appointments:</b>	<b>327</b>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
<b>Total EO Forms Received</b>	<b>2131</b>	<b>745</b>	<b>306</b>
<b>Total No of Male Applicants</b>	885	275	99
<b>Total No of Female Applicants</b>	1232	466	207
<b>Total No of Disabled Applicants</b>	98	35	9
<b>Total No of applicants aged under 50</b>	1766	597	256
<b>Total No of applicants aged over 50</b>	353	141	49
<b>Total No of White applicants</b>	2034	585	294
<b>Total No of Black/Ethnic minority applicants*</b>	76	24	9
<b>Total No of Veteran applicants</b>	19	11	0

**FROM : 1 April - 30 June 2020**

<b>Total Number of applications received:</b>	<b>2986</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>2960</b>
<b>Total Number of posts recruited for:</b>	<b>159</b>
<b>Total Number of appointments:</b>	<b>468</b>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
<b>Total EO Forms Received</b>	<b>2960</b>	<b>1159</b>	<b>450</b>
<b>Total No of Male Applicants</b>	926	314	99
<b>Total No of Female Applicants</b>	2024	818	349
<b>Total No of Disabled Applicants</b>	143	75	15
<b>Total No of applicants aged under 50</b>	2330	879	338
<b>Total No of applicants aged over 50</b>	601	264	106
<b>Total No of White applicants</b>	2828	1116	438
<b>Total No of Black/Ethnic minority applicants*</b>	86	25	7
<b>Total No of Veteran applicants</b>	27	4	0

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

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 13 March 2021

#### Analysis by Resource

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

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 12 December 2020

#### Analysis by Resource

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

# Report

10

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Treasury Management Activity – First Quarter Review**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide a first quarter review of Treasury Management Activity for 2021/2022

## 2. Recommendation(s)

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

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

## 3. Background

3.1 In order to provide members with information on the Council's Treasury Management activities, a quarterly report is presented to this Committee. This report covers the period 1 April 2021 to 30 June 2021.

## 4. Market Performance

4.1. After the Bank of England left the base rate unchanged at 0.75% in January 2020, the onset of the coronavirus epidemic in March of that year resulted in two emergency cuts, first to 0.25% and then to 0.10%.

4.2. As at 30 June 2021, the base rate remained at 0.10% and the Bank of England Asset Purchase Programme (commonly referred to as its policy of quantitative easing) was £895 billion.

4.2. At the time of writing this report, the Council's Treasury Management Advisers are predicting no further changes in the UK Base Rate during the remainder of 2021/2022.

## 5. Debt Management and Borrowing Strategy

5.1. The Council began the year with debt of £1,005.540 million with fixed rate loans from the Public Works Loans Board (PWLb) making up 99.15% of the debt.

5.2. Table 1 shows the movement in borrowing from 1 April 2021 to 30 June 2021. Short term borrowing reflects borrowing which will mature in the coming year, or where the debt can be recalled in the coming year.

**Table 1 – Movement in Borrowing to 30 June 2021**

	Balance as at 01/04/2021 £m	New Borrowing £m	Debt Maturing £m	Debt Repaid £m	Balance as at 30/06/2021 £m	Increase/ Decrease in Borrowing £m
Short Term Borrowing	40.954	0.000	(39.342)	0.00	1.612	(39.342)
Long Term Borrowing	964.586	0.000	0.00	0.00	964.586	0.000
<b>TOTAL BORROWING</b>	<b>1,005.540</b>	<b>0.000</b>	<b>(39.342)</b>	<b>0.00</b>	<b>966.198</b>	<b>(39.342)</b>

- 5.3. In 2012/2013, HM Treasury introduced a “certainty rate” to enable eligible local authorities to access cheaper PWLB funding, with a 20 basis point (0.20%) reduction on the standard rate. South Lanarkshire Council has access to this reduced rate.
- 5.4. The Council has an expected borrowing requirement of £193.938 million during 2021/2022.
- 5.5. The Executive Director (Finance and Corporate Resources), under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into consideration the differential between investment earnings and debt costs that remains high.
- 5.6. No borrowing has been taken so far in the current financial year. Instead, cash balances have been used to fund capital spend. Borrowing to replace these balances will be required going forward.
- 6. Investment Activity**
- 6.1. On a daily basis, the Treasury Management section within Finance and Corporate Resources manages the Council’s cash balances. These balances can result from day to day cash flow situations where income has been received before expenditure has taken place, and from the balances held in earmarked reserves for use at a later date. It is the responsibility of the section to manage these funds. The primary consideration when making deposits is the security of funds. Secondary to this, consideration is given to ensuring we have access to funds when necessary, and that these funds are working as well as they can for the Council.
- 6.2. The Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy Report for 2021/2022 was approved by South Lanarkshire Council on 10 March 2021. This included details of permitted investments for the Council.
- 6.3. Prior to depositing funds with any bank or building society, checks are made with the Council’s treasury adviser, Link Asset Services, that the institution is considered safe and that any deposit conforms to their recommended time duration as determined by their Rating Methodology. This methodology uses credit ratings, rating watches and outlooks and credit default swap (CDS) prices to establish a suggested time duration for deposits.
- 6.4. Deposits made in the period 1 April 2021 to 30 June 2021 totalled £484.910m. This is the cumulative deposits placed over this period. This is broken down per sector and institution in Table 3. 59.09% of these deposits were made in the UK Government through the Debt Management Office (DMO) deposit facility.



- 6.5. In order to manage their cash flow over the short term, local authorities, as part of normal treasury management activity, will place money on deposit with other local authorities. Deposits placed with other local authorities account for 18.56% of deposits with the remaining 22.35% placed in call accounts with Bank of Scotland and The Royal Bank of Scotland.
- 6.6. Deposits in the UK Government are considered to be the most secure and this is reflected in the low interest rate for deposits in the DMO.

**Table 2 – Investment Activity 1 April 2021 to 30 June 2021**

<b>Counterparty</b>	<b>Deposit Totals (£m)</b>	<b>% of Total Deposits</b>	<b>Average Interest Rate</b>
<b>Deposits in UK Government</b>			
Debt Management Account Deposit Facility	286.520	59.09%	0.01%
<b>Total Deposits in UK Government</b>	<b>286.520</b>	<b>59.09%</b>	<b>0.01%</b>
<b>Deposits in UK Local Authorities</b>	<b>90.000</b>	<b>18.56%</b>	<b>0.04%</b>
<b>Deposits in UK Banks and Building Societies:</b>			
Bank of Scotland	20.000	4.12%	0.01%
Royal Bank of Scotland	88.390	18.23%	0.01%
<b>Total Deposits in UK Banks and Building Societies</b>	<b>108.390</b>	<b>22.35%</b>	<b>0.01%</b>
<b>Total Deposits 01/04/2021 to 30/06/2021</b>	<b>484.910</b>	<b>100.00%</b>	<b>0.02%</b>

- 6.7. The average interest rates achieved from the deposits are also shown in Table 2. As the base interest rate has been at, or below, 0.75% since March 2009, interest rates achievable for deposits remain low.
- 6.8. Actual deposits as at 30 June 2021 totalled £184.085 million.

## **7. Management of Risk**

- 7.1. It is recognised that no Treasury Management activity is without risk and practices are put in place in order to limit risk. As noted in section 6.2, the Treasury Management Strategy was approved in March 2021 and set a framework for Treasury Management activities in 2021/2022. It also set limits on debt and investments in order to mitigate risks.
- 7.2. The Annual Investment Strategy for 2021/2022, also approved in March 2021, and also included details on how risk would be managed for all permitted investments. This included criteria for placing deposits with the Debt Management Office (DMO), UK Local Authorities, Banks and Building Societies and Money Market Funds.

- 7.3. Part of the criteria for counterparties is meeting minimum credit ratings with the three main rating agencies. A credit rating evaluates the credit worthiness of an organisation. It is an evaluation made by a credit rating agency of the organisation's ability to pay back the debt and the likelihood of default.
- 7.4. Tables 3 to 5 show a breakdown of deposits with details of the credit ratings of banks and building societies used from 1 April 2021 to 30 June 2021. Deposits with the DMO are with the UK Government and so have a rating equivalent to the UK's sovereign rating. Deposits with local authorities are considered to be of very high credit quality.

**Table 3 – Fitch Ratings**

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits with DMO / UK Government (AA-)		286.520m	59.09%
Deposits with Local Authorities		90.000m	18.56%
A+	F1	108.390m	22.35%
<b>Total</b>		<b>484.910m</b>	<b>100.00%</b>

**Table 4 – Moody's Ratings**

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits with DMO / UK Government (Aa3)		286.520m	59.09%
Deposits with Local Authorities		90.000m	18.56%
A1	P-1	108.390m	22.35%
<b>Total</b>		<b>484.910m</b>	<b>100.00%</b>

**Table 5 – Standard and Poor's Ratings**

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits with DMO / UK Government (AA)		286.520m	59.09%
Deposits with Local Authorities		90.000m	18.56%
A+	A-1	20.000m	4.12%
A	A-1	88.390m	18.23%
<b>Total</b>		<b>484.910m</b>	<b>100.00%</b>

- 7.5. The tables above show that 77.65% of deposits were made with counterparties of very high credit quality (DMO / UK Government and other local authorities).
- 7.6. The remaining deposits were in instant access accounts with The Royal Bank of Scotland and Bank of Scotland.
- 7.7. The graph at Appendix 1 shows the duration of deposits made from 1 April 2021 to 30 June 2021. The graph shows that, since 1 April 2021, all deposits have been made for 1 year or less. The maximum maturity period of 326 days was for a deposit of £10.000 million.

## 8. Next Quarter Investment Plans

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

## 9. Treasury Management Indicators

- 9.1. The purpose of these indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However, if these are set to restrictive limits, they will impair the opportunities to reduce costs/improve performance. The indicators are detailed in sections 9.2 to 9.5.
- 9.2. **Limits for External Debt:** The operational and authorised limits for external debt for 2021/2022 were set in the Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2021/2022 approved by South Lanarkshire Council on 10 March 2021. These are shown in Table 6, along with a column showing the difference between the actual debt level and the limits (headroom).

**Table 6 – Limits for External Debt**

	Estimate as per 2021/22 Strategy	Minimum Headroom to Limits in period	Headroom as at 30/06/2021
	£m	£m	£m
Operational Limit for external debt	1,340.000	334.460	373.802
Authorised Limit for external debt	1,360.000	354.460	393.802

- 9.3. The indicator shows that we have not breached the operational and authorised limits to 30 June 2021. There has been a minimum level of headroom of £393.802 million between actual and authorised level for external debt in the period to 30 June 2021.
- 9.4. **Limits on Maturity Structure:** By setting limits on the maturity structure of borrowing, the exposure to large concentrations of debt needing to be replaced at the same time in the future at currently unknown rates can be limited. This effectively places a limit on exposure to longer term interest rate movement. This is shown in Table 7.

**Table 7 – Limits on Maturity Structure**

<b>Maturity Structure of Borrowing</b>				
	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Maximum for period to 30/06/21</b>	<b>Actuals as at 30/06/21</b>
Under 12 months	30%	0%	4.07%	0.17%
12 months and 24 months	30%	0%	4.54%	4.54%
24 months and 5 years	50%	0%	12.20%	12.20%
5 years and 10 years	60%	0%	35.40%	35.40%
10 years and 20 years	60%	0%	12.42%	12.42%
20 years and 30 years	70%	0%	0.05%	0.05%
30 years and 40 years	80%	0%	35.22%	35.22%
40 years and 50 years	90%	0%	0.00%	0.00%
50 years and above	90%	0%	0.00%	0.00%

9.5. The indicator shows that the upper limits for all maturity profiles have not been breached to 30 June 2021.

#### **10. Employee Implications**

10.1. There are no employee implications.

#### **11. Financial Implications**

11.1. The current rate of interest receivable remains low.

11.2. Any deposit interest received offsets Loan Charges made to the Council's Revenue budget. The level of deposit interest factored into the Council's budget is minimal, therefore the low level of interest received will have no impact on existing budgets.

11.3. The costs of borrowing for capital expenditure have been built into the long term Revenue Budget Strategy.

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

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

12.2. There is also no requirement to carry out an environmental impact assessment in terms of the information contained within this report.

#### **13. Other Implications (Including Environmental and Risk Issues)**

13.1. Section 7 of this report provides details of how investment risk is managed.

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

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

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

**Paul Manning**

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

22 July 2021

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

- ♦ Accountable, effective, efficient and transparent

**Previous References**

- ♦ Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2021/2022, South Lanarkshire Council, 10 March 2021

**List of Background Papers**

- ♦ None

**Contact for Further Information**

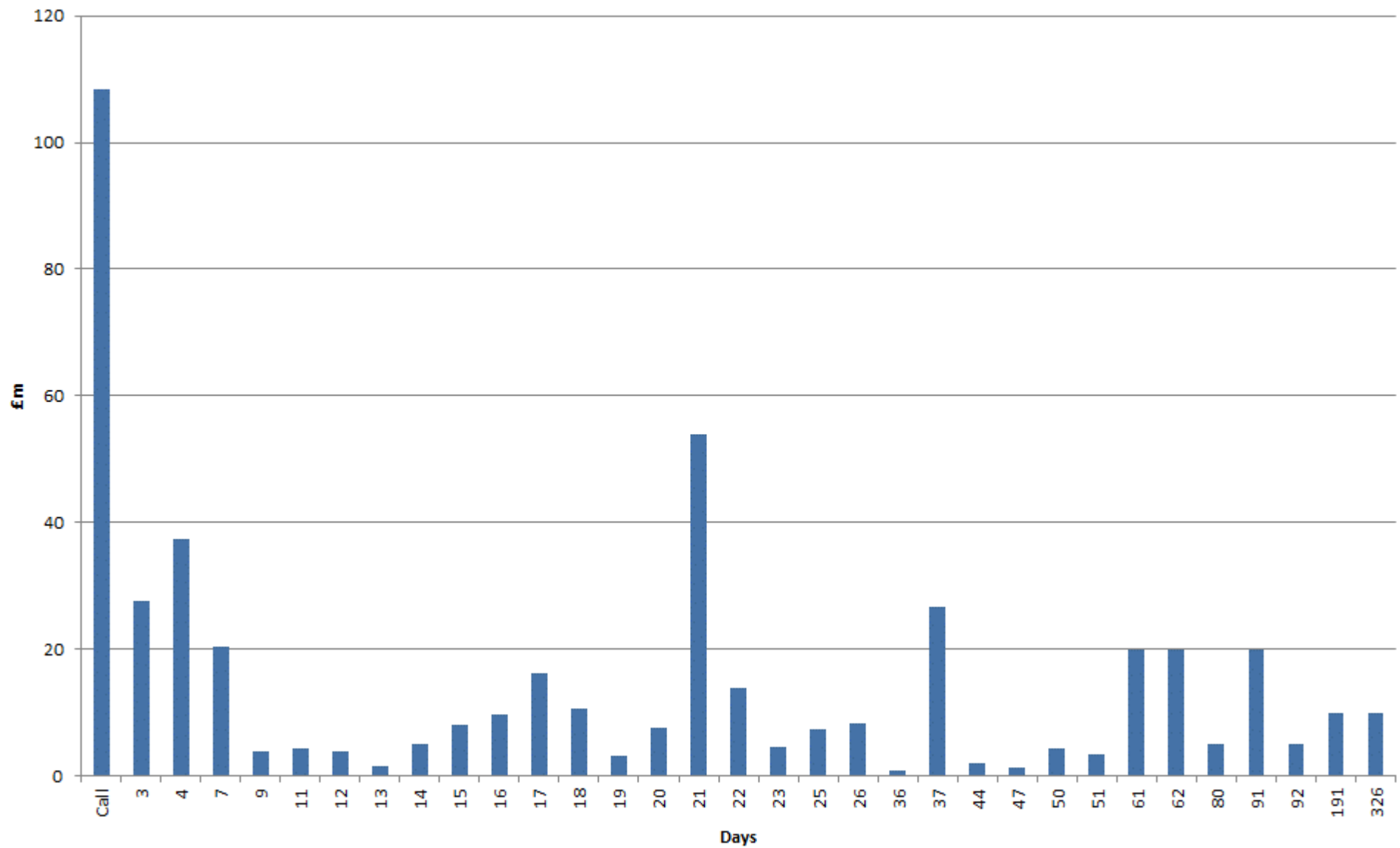
If you would like to inspect the background papers or want further information, please contact:-

Jackie Taylor, Head of Finance

Ext: 5637 (Tel: 01698 455637)

E-mail: [jackie.taylor@southlanarkshire.gov.uk](mailto:jackie.taylor@southlanarkshire.gov.uk)

### Maturity of Deposits Placed 1 April 2021 - 30 June 2021



# Report

11

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Prudential Indicators, Treasury Management Activity and Annual Investment Report 2020/2021**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an overview of the Treasury Management Activity and Prudential Code Indicators for 2020/2021
- ◆ allow Committee to scrutinise the proposed Annual Investment Report for 2020/2021

## 2. Recommendation(s)

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

- (1) that the Treasury Management Activity Report for 2020/2021 (Section 4 and Appendix 1), be noted;
- (2) that the 2020/2021 Treasury Management and Prudential Code Indicators (Section 5 and Appendix 2), be noted;
- (3) that the Treasury Management Activity Report (Appendix 1) and the Treasury Management and Prudential Indicators (Appendix 2) be referred to the Executive Committee for noting;
- (4) that the 2020/2021 Annual Investment Report (Appendix 3) be endorsed; and
- (5) that the 2020/2021 Annual Investment Report (Appendix 3) be referred to the Executive Committee prior to submission to the Council for formal approval in line with The Local Government Investments (Scotland) Regulations 2010.

## 3. Background

- 3.1. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management requires councils to prepare an annual report on their Treasury Management Activities. The report covering the Council's Treasury Management Activity during 2020/2021 is summarised in Section 4 of the report and provided in detail in Appendix 1.
- 3.2. The Council's capital programme is partly funded by planned borrowing. The CIPFA Prudential Code provides a framework to assist the management of the financial implications of borrowing and helps to demonstrate that the borrowing is both affordable and prudent. The Code requires councils to prepare a series of financial indicators that demonstrate affordability, prudence and sustainability with regard to capital financing decisions.

- 3.3. Estimates of these indicators are reported to the Finance and Corporate Resources Committee at the start of each year, with selected indicators then reported on an actual basis at the end of the year. The year end indicators for 2020/2021 are noted in Section 5 of the report and detailed in Appendix 2.
- 3.4. The Local Government Investments (Scotland) Regulations 2010 require local authorities to prepare an Annual Investment Strategy before the start of the financial year and an Annual Investment Report after the financial year end. Both documents are required to be approved by full Council.
- 3.5. The Annual Investment Report for 2020/2021 is summarised in Section 6 of this report with the detail in Appendix 3.
- 3.6. The Annual Investment Strategy for 2020/2021 recognised that any investment activity carries an element of risk. Appendix 4 details the investments that the Council were permitted to use in 2020/2021, the associated risks and the controls and limits that were put in place to mitigate these risks.
- 3.7. The figures contained within this report are taken or calculated from South Lanarkshire Council's Annual Accounts for 2020/2021. It should be noted that the Annual Accounts have not yet been audited and therefore some of the figures may be subject to change. Significant changes to the indicators resulting from the audit will be reported back to Committee at a later date.

#### **4. Treasury Management Activity 2020/2021**

- 4.1. Appendix 1 details the Treasury Management Activity for 2020/2021.
- 4.2. The Council ended the year with debt of £1,005.540 million with fixed rate loans from the Public Works Loans Board (PWLB) making up 99.15% of the debt. Fixed rate loans help to build in certainty to the calculation of future loan charges which forms a significant element of the Council's long term Revenue Budget Strategy.
- 4.3. The Council's pooled interest rate for 2020/2021 was 3.78% (3.89% in 2019/2020), with an expenses rate of 0.06%. The overall cost of borrowing will increase as debt levels increase to fund the capital programme.
- 4.4. Total deposits at the end of the year totalled £171.100 million with the level varying throughout the year due to the timing of expenditure and receipts.
- 4.5. During 2020/2021, the Council placed £1,816.235 million of deposits on a cumulative basis. All deposits made by the Council were in line with approved lending limits and credit rating criteria. The level of investment return was £0.240 million.

#### **5. Treasury Management and Prudential Code Indicators – 2020/2021**

- 5.1. The Council is required by the Prudential Code to report the actual prudential indicators after the closure of the financial year. Appendix 2 details the indicators for 2020/2021.
- 5.2. The General Fund Capital Expenditure for 2020/2021 was £70.522 million which is £9.499 million less than estimated in the Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy report presented to the Executive Committee in February 2021. The details of this have been reported to the Executive Committee over recent months, with a final position being reported on 23 June 2021.



- 5.3. The Housing Revenue Account Capital Expenditure in 2020/2021 was £49.362 million which is £1.190 million more than the estimate reported to the Executive Committee in February 2021. The details of this have been reported to the Executive Committee over recent months, with a final position being reported on 23 June 2021.
- 5.4. The Council's gross borrowing position for 2020/2021 was £1,199.283 million. This consists of external borrowing of £1,005.540 million and the PPP Finance Lease Liability of £193.743 million. Gross borrowing is less than the capital financing requirement of £1,260.468 million due to the fact that no borrowing was required to be taken during 2020/2021. The Council used existing cash balances in lieu of borrowing as there was no evidence of interest rates increasing significantly and to borrow before cash was required would incur a cost of carry as the interest rates achievable on deposits continue to be less than the interest rates on borrowing.
- 5.5. The Capital Financing Requirement for the General Fund is £20.880 million lower than forecast and for HRA is £1.868 million higher than forecast. For both the General Fund and HRA this is due to changes in the borrowing required to fund the capital programmes reflecting the timing of expenditure and movements in other sources of funding.
- 5.6. One indicator covers borrowing and sets limits on the level of borrowing that the Council can have: The Operational Boundary is the expected borrowing position, but it can vary due to changes in the cash flow and temporary breaches are acceptable. In contrast, the Authorised Limit represents the maximum level of debt the Council can afford and should not be breached. The Council remained within both the Operational Boundary and Authorised Limit for gross debt during 2020/2021.

## **6. Annual Investment Report – 2020/2021**

- 6.1. The Council is required by The Local Government Investments (Scotland) Regulations 2010 to prepare an Annual Investment Report after the financial year end. The Annual Investment Report for financial year 2020/2021 is detailed in Appendix 3 and summarised below.
- 6.2. During 2020/2021, the Council placed £1,816.235 million of deposits on a cumulative basis. All deposits made by the Council were in line with approved lending limits and credit rating criteria. £1,529.735 million (84.23%) of deposits were made with counterparties of very high credit quality (UK Government – Debt Management Account Deposit Facility (DMADF) and other local authorities). The remaining £286.500 million (15.77%) was deposited in instant access call accounts with Bank of Scotland and Royal Bank of Scotland.
- 6.3. In order to manage liquidity risk, the Council held an average of £5.342 million in bank accounts with instant access.
- 6.4. No borrowing in advance was taken during 2020/2021.

## **7. Employee Implications**

- 7.1. None.

## **8. Financial Implications**

- 8.1. The financial impact from treasury activity and borrowing for capital expenditure has been built into the long term Revenue Budget Strategy.

8.2. In 2020/2021 the amounts charged to the General Fund in relation to debt (loan charges) totalled £38.070 million, while the charge to reduce the PPP/Finance Lease Liability was £7.704 million. HRA loan charges totalled £15.483 million. These costs were met from within revenue budgets.

8.3. £4.452 million of internal borrowing from the Council's loans fund was taken to fund the General Fund capital programme with the HRA borrowing £11.808 million. The ongoing revenue implications from this will be met from future revenue budgets.

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

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

9.2. There is also no requirement to carry out an environmental impact assessment in terms of the information contained within this report.

## **10. Other Implications**

10.1. South Lanarkshire Council recognises that any Treasury Management Activity will carry an element of risk. It is important that risk is identified and controls put in place to limit those risks.

10.2. The Council has complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular, its adoption and implementation of both the Prudential Code and the CIPFA Treasury Management Code of Practice means both that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.

10.3. The CIPFA Treasury Management Code of Practice adopted by the Council, places Credit and Counterparty risk at the forefront of treasury risks.

10.4. South Lanarkshire Council recognises that any investment activity will carry an element of risk. It is important that risk is identified and controls put in place to limit and manage those risks.

10.5. Appendix 4 to this report details the investments that the Council was permitted to use in 2020/2021, the associated risks and the controls and limits that were put in place to mitigate these risks.

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

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

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

**Paul Manning**

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

26 July 2021

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

- ◆ Value: Accountable, effective, efficient and transparent

**Previous References**

- ◆ Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy 2020/2021, South Lanarkshire Council, Executive Committee, 25 March 2020
- ◆ 2021/2022 Revenue Budget Strategy and Savings Requirement, Executive Committee, 24 June 2020
- ◆ Treasury Management Activity – First Quarter Review, Finance and Corporate Resources Committee, 19 August 2020
- ◆ Treasury Management Activity – Second Quarter Review, Finance and Corporate Resources Committee, 20 January 2021
- ◆ Treasury Management Activity – Third Quarter Review, Finance and Corporate Resources Committee, 17 March 2021

**List of Background Papers**

- ◆ None

**Contact for Further Information**

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

Jackie Taylor, Head of Finance

Ext: 5367 (Tel: 01698 455367)

E-mail: [jackie.taylor@southlanarkshire.gov.uk](mailto:jackie.taylor@southlanarkshire.gov.uk)

**Treasury Management Activity Report 2020/2021****1. Background**

- 1.1. The Annual Treasury Management Activity Report is a requirement of the Council's reporting procedures and covers 2020/2021. The report also includes the Treasury Management Indicators for 2020/2021 in accordance with the requirements of the CIPFA Code of Practice for Treasury Management in the Public Sector and actual Prudential Indicators for 2020/2021 in accordance with the requirements of the Prudential Code.

**2. Introduction**

- 2.1. The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:
- 2.2. The Local Government in Scotland Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Scottish Ministers to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2009/10);
  - Statutory Instrument (SSI) 29 2004, requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, and therefore to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;
  - This Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.
- 2.3. The CIPFA Code of Practice requires reports to be made on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.
- 2.4. This report will cover:
- A summary of the strategy agreed for 2020/2021;
  - The Council's treasury position at 31 March 2021;
  - Economic Background for 2020/2021;
  - Actual Performance During 2020/2021;
  - Risk Management;
  - Treasury Management and Prudential Indicators (see Appendix 2)

**3. The Strategy Agreed for 2020/2021**

- 3.1. At the time of determining the strategy for 2020/2021, economic and interest rate forecasting remained difficult with many external influences weighing on the UK.
- 3.2. Public Works Loans Board (PWLB) rates and gilt yields were expected to remain volatile, with the overall long term trend being for them to gently increase.

- 3.3. The differential between investment earnings and debt costs was expected to remain high throughout 2020/2021. This “cost of carrying” would have to be considered if borrowing was taken before our cash flow required funds as returns on deposits were expected to remain lower than the rate paid on borrowing.
- 3.4. The uncertainty over future interest rates resulted in the Council adopting a cautious borrowing strategy. Overall the borrowing strategy was to monitor interest rates, undertake planned borrowing at the best time, while investigating opportunities where possible to improve the management of our existing loan portfolio.
- 3.5. The main consideration when investing surplus funds was to be the security of the transaction. Liquidity would then be considered and investments would only be made for prudent time periods. Only after considering security and liquidity would the yield to be gained from the investment be considered.
- 3.6. The Executive Director of Finance and Corporate Resources would apply appropriate restrictions to the Council’s counterparty list to ensure the security of deposits.

#### 4. Treasury Position at 31 March 2021

- 4.1. The Council began the year with debt of £1,035.433m with fixed rate loans from the Public Works Loans Board (PWLb) making up 99.12% of the debt. By 31 March 2021, debt had decreased to £1,005.540m of which 99.15% was fixed rate loans from the PWLB.
- 4.2. Table 1 below shows the movement in borrowing to 31 March 2021.

**Table 1 – Movement in Borrowing from 1 April 2020 to 31 March 2021.**

	Balance as at 01/04/2020 £m	New Borrowing £m	Debt Maturing £m	Debt Repaid £m	Balance as at 31/03/2021 £m	Increase / Decrease in Borrowing £m
Short Term Borrowing	29.893	0.000	(29.893)	0.000	0.000	(29.893)
Long Term Borrowing	1,005.540	0.000	0.000	0.000	1,005.540	0.000
<b>TOTAL BORROWING</b>	<b>1,035.433</b>	<b>0.000</b>	<b>(29.893)</b>	<b>0.000</b>	<b>1,005.540</b>	<b>(29.893)</b>

- 4.3. The Treasury Position at the 31 March 2021 compared with the previous year is shown in Table 2 overleaf:

**Table 2 – Treasury Position as at 31 March 2021**

	31 March 2021		31 March 2020	
	Principal	Average Rate	Principal	Average Rate
Fixed PWLB	£997.004m	3.92%	£1,026.326m	3.90%
Fixed Market	£0.036m	0.00%	£0.107m	0.00%
<b>Total Fixed Rate Debt</b>	<b>£997.040m</b>	<b>3.92%</b>	<b>£1,026.433m</b>	<b>3.90%</b>
Market	£8.500m	5.46%	£9.000m	5.79%
<b>Total Variable Rate Debt</b>	<b>£8.500m</b>	<b>5.46%</b>	<b>£9.500m</b>	<b>5.79%</b>
<b>Total Debt</b>	<b>£1,005.540m</b>	<b>3.93%</b>	<b>£1,035.433m</b>	<b>3.92%</b>
<b>Total Deposits</b>	<b>£171.100m</b>	<b>0.04%</b>	<b>£155.020m</b>	<b>0.53%</b>

- 4.4. The gross debt position decreased by £29.893m from 31 March 2020, accounted for by repayments of PWLB (£29.322m), repayments of the interest free loan from Salix (£0.071m) and repayment of a market loan (£0.500m).
- 4.5. The Council's pooled cost of borrowing is measured on an equated debt basis which takes account of how the Council's capital expenditure was funded throughout the year. The pooled interest cost together with the expenses rate for 2020/2021 and the previous two years is shown in Table 3 below:

**Table 3 – Pooled Cost of Borrowing**

Year	Loans Fund Pooled Rate	Loans Fund Expenses Rate
2020/21	3.78%	0.06%
2019/20	3.89%	0.07%
2018/19	3.87%	0.07%

## 5. Economic Background for 2020/2021

- 5.1. The financial year 2020/2021 was dominated by the coronavirus pandemic with national lockdowns impacting massively on the economy. The first national lockdown in March 2020 caused an economic downturn that exceeded that which followed the financial crisis in 2008/2009. Subsequent lockdowns had relatively little impact as businesses and individuals had become more resilient in adapting to working in new ways.
- 5.2. Following two emergency cuts in March 2020, the Bank of England base rate remained unchanged at 0.10% for the rest of the financial year. Financial markets were concerned that the rate would be cut further to a negative rate, however this was effectively ruled out in February 2021, when it was established that commercial banks would be unable to implement negative rates for at least six months, by which time the economy was expected to be making a strong recovery and negative rates would no longer be needed.
- 5.3. The Bank of England and the Government introduced new programmes of supplying the banking system and the economy with massive amounts of cheap credit so that banks could help businesses to survive the lockdown. Governments also supplied huge amounts of finance to local authorities to pass on to businesses. This meant

that for most of the year there was much more liquidity in financial markets than there was demand to borrow. As a result, interest rates for deposits fell to almost zero.

- 5.4. Details of significant interest rates during 2020/2021 are shown in Table 4 below.

**Table 4 – Significant Interest Rates**

		<b>Borrowing Rates</b>						
	<b>Bank Base Rate</b>	<b>1 Year PWLB</b>	<b>5 Year PWLB</b>	<b>10 Year PWLB</b>	<b>20 Year PWLB</b>	<b>30 Year PWLB</b>	<b>40 Year PWLB</b>	<b>50 Year PWLB</b>
High	0.10%	1.92%	1.97%	2.26%	2.78%	2.84%	2.78%	2.69%
Average	0.10%	1.42%	1.50%	1.81%	2.27%	2.31%	2.21%	2.13%
Low	0.10%	0.66%	0.72%	1.00%	1.47%	1.51%	1.42%	1.32%

## **6. Actual Performance during 2020/2021**

- 6.1. Capital expenditure for the year was £119.884m. During 2020/2021 no long term borrowing was taken.
- 6.2. During 2020/2021, the Council placed £1,816.235m of deposits on a cumulative basis. All deposits made by the Council were in line with approved lending limits and credit rating criteria. The level of investment return was £0.240m. Further details on deposits are included in the annual investment report within this Committee paper.

## **7. Risk Management**

- 7.1. The Council has complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the CIPFA Treasury Management Code of Practice means both that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.
- 7.2. **Investment Risk**  
The main consideration when investing surplus funds is the security of the transaction. Through adoption on the CIPFA Code of Practice and through the Councils Annual Investment Strategy the Council mitigates risks associated with all our permitted investments.
- 7.3. **Interest Rate Risk**  
The Council is currently part way through a significant capital programme funded in part by borrowing. Consideration has always been given to the optimum time to borrow funds to ensure cash flow is maintained, and also that any risks of increasing borrowing interest rates are minimised.

## **8. Treasury Management and Prudential Indicators**

- 8.1. The Treasury Management and Prudential Indicators are detailed in Appendix 2 to this report.

## Treasury Management and Prudential Indicators 2020/2021

### 1. Treasury Management Indicators 2020/2021

- 1.1. The Treasury Management Code includes Treasury Management Indicators which are to be reported alongside the Treasury Strategy.
- 1.2. The purpose of these is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. The indicators are detailed below.

### 2. Maturity Structure of Borrowing

- 2.1. By setting limits on the maturity structure of borrowing, the exposure to large concentrations of fixed rate debt needing to be replaced at the same time in the future at currently unknown rates can be limited. This effectively places a limit on exposure to longer term interest rate movement.

Maturity Structure of Borrowing				
	Upper Limit	Lower Limit	Maximum for period to 31/03/21	Actuals as at 31/03/21
Under 12 months	25%	0%	2.89%	0.00%
12 months and 24 months	30%	0%	4.07%	4.07%
24 months and 5 years	50%	0%	9.89%	9.89%
5 years and 10 years	50%	0%	34.32%	34.32%
10 years and 20 years	60%	0%	17.21%	17.21%
20 years and 30 years	70%	0%	0.62%	0.62%
30 years and 40 years	80%	0%	33.89%	33.89%
40 years and 50 years	90%	0%	0.00%	0.00%
50 years and above	90%	0%	0.00%	0.00%

### 3. Total Principal Sums Invested for Greater Than 364 days

- 3.1. The investment regulations introduced by the Scottish Government allowed the Council to invest for periods in excess of 364 days. The Treasury Management Code requires local authorities to set an upper limit for each forward financial year period for investments longer than 364 days. The purpose is to contain the exposure to the possibility of loss that might arise as a result of having to seek early repayment of principal sums invested.
- 3.2. South Lanarkshire Council set a limit restricting investments for periods in excess of 364 days to no more than £10m and for no more than 5 years.
- 3.3. No investment was made during 2020/2021 for a period in excess of 364 days.

### 4. Statutory Repayment of Loans Fund Advances

- 4.1. The Scottish Government introduced The Local Authority (Capital Financing and Accounting) Scotland Regulations 2016 with effect from 1 April 2016. These regulations require the statutory loans fund to be administered in accordance with the 2016 Regulations, proper accounting practice and prudent financial management.



- 4.2. The Council's capital programmes are partly funded by planned borrowing which is advanced from the Council's Loans Fund. Repayment of these advances is made each year and forms part of the Council's revenue expenditure. Borrowing to fund the capital programmes therefore creates a liability to repay those advances from future years' budgets. The Council is required to report on the commitment to repay loans fund advances.
- 4.3. The General Fund had an opening balance of £816.957m advances from the Loans Fund. During 2020/2021 new advances of £4.452m were made to part fund the Capital Programme, while repayments of £6.544m were made from the Council's revenue expenditure. This left a closing balance of £814.865m to be repaid over the next 50 years.
- 4.4. The HRA had an opening balance of £244.218m advances from the Loans Fund. During 2020/2021 new advances of £11.808m were made to part fund the HRA Capital Programme, while repayments of £6.319m were made from the HRA. This left a closing balance of £249.707m to be repaid over the next 40 years.
- 4.5. The tables below show the repayment profile of the outstanding loans fund advances for both General Fund and HRA as at 31 March 2021. The tables do not include any planned borrowing that may be taken in future years to fund the ongoing capital programmes.

General Fund	Opening Balance	New Advances	Repayments	Closing Balance
2020/21	816.957	4.452	-6.544	814.865
2021/22	814.865	0.000	-5.001	809.864
2022/23 – 2025/26	809.864	0.000	-17.808	792.056
2026/27 – 2030/31	792.056	0.000	-96.225	695.831
2031/32 – 2035/36	695.831	0.000	-106.266	589.565
2036/37 – 2040/41	589.565	0.000	-119.175	470.390
2041/42 – 2045/46	470.390	0.000	-122.935	347.455
2046/47 – 2050/51	347.455	0.000	-119.360	228.095
2051/52 – 2055/56	228.095	0.000	-117.404	110.691
2056/57 – 2060/61	110.691	0.000	-40.275	70.416
2061/62 – 2065/66	70.416	0.000	-60.937	9.479
2067/68 – 2070/71	9.479	0.000	-9.479	0.000

Housing Revenue Account	Opening Balance	New Advances	Repayments	Closing Balance
2020/21	244.218	11.808	-6.319	249.707
2021/22	249.707	0.000	-6.499	243.208
2022/23 – 2025/26	243.208	0.000	-28.146	215.062
2026/27 – 2030/31	215.062	0.000	-44.556	170.506
2031/32 – 2035/36	170.506	0.000	-49.623	120.883
2036/37 – 2040/41	120.883	0.000	-31.820	89.063
2041/42 – 2045/46	89.063	0.000	-27.210	61.853
2046/47 – 2050/51	61.853	0.000	-30.701	31.152
2051/52 – 2055/56	31.152	0.000	-23.119	8.033
2056/57 – 2060/61	8.033	0.000	-8.033	0.000

- 4.6. The Council's strategy for managing debt includes the early repayment of some loans within the Loans Fund. These repayments result in reduced principal and interest payments in future years and are necessary to keep loan charges affordable.
- 4.7. **Loans Fund Review:** During 2019/2020, the Council carried out a review of how it accounts for the repayment of its loans fund advances. By repaying the advances over a longer period and applying this change retrospectively, the Council will underspend against its loan charges budget over the next few years. These underspends will be taken to reserves and used to support the Council's budget strategies.
- 4.8. The implementation of the findings of the Loans Fund Review was approved by the Executive Committee on 24 June 2020 and is reflected in the tables above.

## 5. Prudential Code Indicators 2020/2021

- 5.1. The Prudential Code enables Councils to take responsibility for deciding an affordable level of borrowing to fund capital expenditure. This moves away from the previous regime through which central government gave Councils consent to borrow defined amounts for capital expenditure
- 5.2. To meet the objectives of the Code, the Council is required to report a number of indicators, use those to demonstrate the affordability and sustainability of our capital plans and to show that good treasury management practice is adhered to.

## 6. Capital Expenditure and Borrowing Requirement indicators

### 6.1. Capital Expenditure

- 6.1.1 This indicator shows the capital expenditure for 2020/2021. The 2020/2021 estimate is also shown.

	Actual £ m	Estimate £ m	Variance £ m
<b>General Fund Capital Expenditure</b>	<b>70.522</b>	<b>80.021</b>	<b>-9.499</b>
<i>Funded by:</i>			
Borrowing	4.452	23.790	-19.338
Capital receipts and grants	61.335	53.538	7.797
Revenue contributions	4.735	2.693	2.042
<b>Total Funding</b>	<b>70.522</b>	<b>80.021</b>	<b>-9.499</b>
<b>HRA Capital Expenditure</b>	<b>49.362</b>	<b>48.172</b>	<b>1.190</b>
<i>Funded by:</i>			
Borrowing	11.808	9.994	1.814
Capital receipts and grants	19.420	20.044	-0.624
Revenue contributions	18.134	18.134	0.000
<b>Total Funding</b>	<b>49.362</b>	<b>48.172</b>	<b>1.190</b>

- 6.1.2. The General Fund Capital Expenditure for 2020/2021 was £70.522m which is £9.499m less than estimated in the Prudential Indicators, Treasury Management Strategy and Annual Investment Strategy report presented to Executive Committee in February 2021. The details of this have been reported to the Executive Committee over recent months, with a final position being reported on 23 June 2021.

6.1.3. The Housing Revenue Account Capital Expenditure in 2020/2021 was £49.362m which is which is £1.190m more than the estimate reported to Executive Committee in February 2021. The details of this have been reported to the Executive Committee over recent months, with a final position being reported on 23 June 2021.

## 6.2. Councils Borrowing Requirement (the Capital Financing Requirement)

6.2.1. The Council's Capital Financing Requirement (CFR) is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's requirement to borrow for past and present capital expenditure and is comparable to the actual borrowing taken and finance lease liability.

6.2.2. The Council is required to pay off an element of the accumulated balance of borrowing every year through a charge to the revenue account.

6.2.3. Over the medium term borrowing should only be for a capital purpose. Gross borrowing should not, except in the short term, exceed the CFR for 2020/2021 plus any additional capital financing requirement over 2021/2022 and the following two financial years. The table below demonstrates that the Council has complied with this requirement

6.2.4. The Capital Financing Requirement for the General Fund is £20.880m lower than forecast and for HRA is £1.868m higher than forecast. For both the General Fund and HRA this is due to changes in the borrowing required to fund the capital programmes reflecting the timing of expenditure and movements in other sources of funding.

	31 March 2021 Actual £ m	31 March 2021 Estimate £ m	Variance
<b>General Fund Capital Financing Requirement</b>	1,010.749	1,031.629	-20.880
<b>HRA Capital Financing Requirement</b>	249.720	247.852	1.868
<b>Total Capital Financing Requirement</b>	<b>1,260.469</b>	<b>1,279.481</b>	<b>-19.012</b>
<b>Treasury Position as at 31 March 2021</b>			
Borrowing	1,005.540	1,005.540	0.000
PPP Finance Lease Liability	193.743	193.743	0.000
<b>Gross Debt</b>	<b>1,199.283</b>	<b>1,199.283</b>	<b>0.000</b>

6.2.5. The Council's gross borrowing position for 2020/2021 was £1,199.283m. This consists of external borrowing of £1,005.540m and the PPP Finance Lease Liability of £193.743m. Gross borrowing is less than the capital financing requirement of £1,260.468m due to the fact that no borrowing was required to be taken during 2020/2021. The Council used existing cash balances in lieu of borrowing as there was no evidence of interest rates increasing significantly and to borrow before cash was required would incur a cost of carry as the interest rates achievable on deposits continue to be less than the interest rates on borrowing.

### 6.3. Limits to Borrowing Activity

- 6.3.1. The Operational Boundary for external debt is based on the expected maximum external debt that could be faced in the course of the year. It is set to accommodate the borrowing requirements, and also includes sufficient scope to allow for changes to the capital programme throughout the year. This limit may be breached during the year, and this will be reported in the Prudential report presented to Committee after year end.
- 6.3.2. The Authorised Limit for External Debt represents a limit beyond which external debt is prohibited. It represents the level of external debt which could be afforded in the very short-term, but is not sustainable in the longer term without consideration to revenue budgets. This limit would not be breached without the Finance and Corporate Resources Committee being advised.

	2020/2021 £ m
Operational Limit for External Debt	1,270.000
Authorised Limit for External Debt	1,290.000
<b>Maximum Borrowing Position During the Period</b>	<b>1,035.433</b>
Operational Limit for Other Liabilities (PPP/Finance Lease)	210.000
Authorised Limit for Other Liabilities (PPP/Finance Lease)	210.000
<b>Maximum PPP/Finance Lease Liability</b>	<b>201.447</b>

- 6.3.3. The table demonstrates that during 2020/2021 the Council maintained its borrowing and other liabilities within their Authorised Limits and Operational Boundaries.

## 7. Affordability Indicators

### 7.1. Ratio of Financing Costs to Net Revenue Stream

- 7.1.1. This indicator focuses on the extent to which the Council's net revenue budget is used for servicing debt. This is shown for both General Fund and HRA.

	2020/21 Actual £ m	2020/21 Estimate £ m
<b>General Fund Ratio of Financing Costs to Net Revenue Stream (expressed as %)</b>	5.92%	6.27%
<b>HRA General Fund Ratio of Financing Costs to Net Revenue Stream (expressed as %)</b>	16.31%	16.53%

- 7.1.2. For the General Fund, the ratio is less than forecast due to the Net Revenue Stream being higher than forecast, reflecting additional funding from the Scottish Government to assist with the response to COVID-19.
- 7.1.3. For the HRA, the ratio is less due to lower borrowing costs than forecast and a small increase in income.

## Annual Investment Report

## 1. Permitted Investments

1.1. During 2020/2021 South Lanarkshire Council only used the following permitted investments

- Deposits with the Debt Management Account Deposit Facility
- Deposits with UK Local Authorities
- Deposits with Banks and Building Societies

1.2. Deposits made in the period 1 April 2020 to 31 March 2021 totalled £1,816.235m. This is broken down per sector and institution in the table below. 61.49% of these deposits were made in the UK Government through the Debt Management Account Deposit Facility (DMADF).

Counterparty	Deposit Totals (£m)	% of Total Deposits	Average Interest Rate
Deposits in UK Government			
Debt Management Account Deposit Facility	1,116.735	61.49%	0.02%
<b>Total Deposits in UK Government</b>	<b>1,116.735</b>	<b>61.49%</b>	<b>0.02%</b>
<b>Deposits in UK Local Authorities</b>	<b>413.000</b>	<b>22.74%</b>	<b>0.09%</b>
Deposits in UK Banks and Building Soc.			
Bank of Scotland	160.195	8.82%	0.04%
Royal Bank of Scotland	126.305	6.95%	0.01%
<b>Total Deposits in UK Banks</b>	<b>286.500</b>	<b>15.77%</b>	<b>0.03%</b>
<b>Total Deposits 01/04/2020 to 31/03/2021</b>	<b>1,816.235</b>	<b>100.00%</b>	<b>0.04%</b>

1.3. The average interest rates achieved from the deposits are shown in the table above. Following the onset of the coronavirus pandemic, the Bank of England made two emergency cuts, first from 0.75% to 0.25% on 11 March 2020 and then to 0.10% on 19 March 2020.

1.4. Actual deposits as at 31 March 2021 totalled £171.100m.

## 2. Risk Management

2.1. The following minimum thresholds were set in the strategy for all deposits with banks and building societies, including Certificate of Deposits.

Rating Agency	Long Term Rating	Maximum Deposit
Fitch	A-	£10m
Moody's	A3	£10m
Standard and Poors	A-	£10m

- 2.2. Prior to depositing funds with any bank or building society, additional indicators of creditworthiness (such as short term and secondary credit ratings, credit default swaps, Gross Domestic Product (GDP); net debt as a percentage of GDP, potential sovereign and parental support, share price) will also be considered.
- 2.3. The tables below show a breakdown of deposits with details of the credit ratings of banks and building societies used from 1 April 2020 to 31 March 2021. Deposits with the DMADF are with the UK Government and so have a very high credit rating. Deposits with local authorities are considered to be of very high credit quality despite most local authorities not having formal credit ratings.

### Fitch Ratings

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits in DMADF (AA-)		1,116.735m	61.49%
Deposits with Local Authorities		413.000m	22.74%
A+	F1	286.500m	15.77%
<b>Total</b>		<b>1,816.235m</b>	<b>100.00%</b>

### Moody's Ratings

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits in DMADF (Aa2)		810.660m	44.64%
Deposits in DMADF (Aa3)		306.075m	16.85%
Deposits with Local Authorities		413.000m	22.74%
Aa3	P-1	77.735m	4.28%
A1	P-1	208.765m	11.49%
<b>Total</b>		<b>1,816.235m</b>	<b>100.00%</b>

### Standard and Poor's Ratings

Long Term Rating	Short Term Rating	Deposits Totals	Percentage of Total Deposits
Deposits in DMADF (AA)		1,116.735m	61.49%
Deposits with Local Authorities		413.000m	22.74%
A+	A-1	160.195m	8.82%
A	A-1	126.305m	6.95%
<b>Total</b>		<b>1,816.235m</b>	<b>100.00%</b>

- 2.4. The tables show that 84.23% of deposits were made with counterparties of very high credit quality (UK Government - DMADF and other local authorities). All deposits made by the Council were in line with approved lending limits and credit rating criteria.
- 2.5. In order to manage liquidity risk the Council held an average of £5.342m in bank accounts with instant access.
- 2.6. No deposits were placed for periods in excess of 364 days.

### **3. Borrowing in Advance**

- 3.1. No borrowing in advance was taken during 2020/2021.

Investment	Treasury Risks	Mitigating Controls	Limits
Deposits with the Debt Management Account Deposit Facility	<p>This is a deposit with the UK Government and so credit risk is very low.</p> <p>Liquidity risk has to be considered as deposits can only be broken with the agreement of the counterparty and penalties may apply.</p> <p>There is no market risk as the principal sum invested is not affected by market prices.</p>	There are no mitigating controls required.	<p>There is no maximum monetary limit.</p> <p>A maximum term of deposit of six months as set by the Debt Management Office.</p>
Deposits with UK Local Authorities and other bodies defined as local authorities in the Local Government Scotland Act 2003 (And Equivalent English Act)	<p>These are considered to be quasi UK Government investment and as such credit risk is very low.</p> <p>Liquidity risk has to be considered as deposits can only be broken with the agreement of the counterparty and penalties may apply.</p> <p>There is no market risk as the principal sum invested is not affected by market prices.</p>	There are no mitigating controls required.	<p>The maximum deposit with any local authority will be £15m for deposits less than one year.</p> <p>Deposits in excess of one year will be subject to a maximum term of deposit of three years and be limited to £10m.</p>
Deposits with Banks and Building Societies	<p>These tend to be low risk but credit risk will be higher than deposits placed with the DMO or UK local authorities.</p> <p>Liquidity risk has to be considered as deposits can only be broken with the agreement of the counterparty and penalties may apply.</p> <p>There is no market risk as the principal sum invested is not affected by market prices.</p>	<p>The counterparty selection criteria restricts lending only to high quality counterparties, measured initially by credit ratings from Fitch, Moody's and Standard and Poors.</p> <p>Additional indicators of creditworthiness will also be considered prior to placing any deposits.</p> <p>Liquidity risk can be controlled by the use of instant access call accounts.</p>	<p>The maximum deposit with any bank or building society will be £10m.</p> <p>A maximum term of deposit of 364 days.</p>



<b>Investment</b>	<b>Treasury Risks</b>	<b>Mitigating Controls</b>	<b>Limits</b>
Certificates of Deposit with Banks and Building Societies	<p>These are short to medium term dated marketable securities issued by financial institutions.</p> <p>These tend to be low risk investments but credit risk will be higher than deposits placed with the DMO or UK local authorities.</p> <p>Liquidity risk is lower than placing a deposit with a Bank or Building Society as these can be sold on the market.</p> <p>There is a risk of capital loss arising from selling ahead of maturity.</p>	<p>The counterparty selection criteria restricts lending only to high quality counterparties, measured initially by credit ratings from Fitch, Moody's and Standard and Poor's.</p> <p>Additional indicators of creditworthiness will also be considered prior to using this type of instrument.</p> <p>Market risk would be mitigated by holding the instrument to maturity.</p>	<p>The maximum investment with any bank or building society will be £10m.</p> <p>A maximum period of investment of 364 days.</p>
UK Government Gilts and Treasury Bills	<p>These are marketable securities issued by the UK Government and as such credit risk is very low.</p> <p>Liquidity risk is very low as there is a huge market for Gilts and Treasury Bills</p> <p>There is a risk of capital loss arising from selling ahead of maturity.</p>	<p>There are no mitigating controls required for credit risk as the investment is with the UK Government.</p> <p>Market risk would be mitigated by holding the instrument to maturity.</p>	<p>There is no maximum limit to investments in UK Gilts or Treasury Bills for maturities less than one year and a limit of £10m for maturities greater than one year.</p> <p>The maximum period of investment will be five years.</p>
AAA Rated Bonds Issued by Multilateral Development Banks	<p>These are bonds issued by supranational bodies such as the European Investment Bank or World Bank and as a result are backed by several sovereign states and as such credit risk is very low.</p> <p>Liquidity risk is very low as there is a large market for Supranational Bonds.</p> <p>There is a risk of capital loss arising from selling ahead of maturity.</p>	<p>As the investment is effectively spread across a number of sovereign states, the Council will mitigate the credit risk of holding such bonds by considering the sovereign rating of the underlying sovereign states and only holding bonds that have a AAA rating.</p> <p>Market risk would be mitigated by holding the instrument to maturity.</p>	<p>The maximum amount that will be invested in AAA Rated Bonds issued by Multilateral Development Banks is £10m.</p> <p>The maximum period of investment will be five years.</p>

<b>Investment</b>	<b>Treasury Risks</b>	<b>Mitigating Controls</b>	<b>Limits</b>
AAA Rated Money Market Funds	<p>Money market funds are pooled funds that invest in short-term money market instruments and other debt instruments.</p> <p>The underlying investments are diversified and Credit risk, liquidity risk and market risk are all very low.</p> <p>Investments in these MMFs are highly liquid (same day liquidity).</p>	<p>Money Market Funds will only be used where they have obtained a AAA rating from the credit rating agencies.</p> <p>In addition to the credit rating, Money Market Funds will also be assessed for suitability on fund size, the strength of the custodian and the stability of invested capital.</p>	<p>Investments in Money Market Funds will be limited to 0.5% of the Money Market Fund Balance and to no more than £10m in any one Fund.</p> <p>Investments in Sterling Government Money Market Funds which only invest in Sterling denominated short term debt securities issued by the UK Government will be restricted to 2% of the Money Market Fund size and to no more than £10m in any individual Money Market Fund.</p>
Loans to Third Parties	<p>These are service investments which may exhibit credit risk and are likely to be highly illiquid.</p>	<p>Any new types of loans to third parties should be approved by Members through the appropriate Committee with full consideration of the service rationale behind the loan and the likelihood of partial or full default and the impact that this will have on service budgets.</p>	

# Report

12

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

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

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee of Revenue Collection performance for financial year 2021/2022 to 30 June 2021
- ◆ advise Committee of performance regarding the Business Rates Incentivisation Scheme (BRIS) for financial year 2021/2022 to 30 June 2021
- ◆ seek approval for write offs

## 2. Recommendation(s)

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

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

◆ Council Tax	£500,149.81
◆ Non-Domestic Rates	£438,101.33
◆ BID Levy	£6,615.40
◆ Sundry Debt	£116,269.71
◆ Housing Rent and associated charges	£329,265.52

## 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.
- 3.2. Collection targets for last financial year reflected the expected significant impact of the Covid-19 pandemic on household income. Council Tax Reduction (CTR) was also promoted heavily to help ensure households were aware of potential entitlement to this reduction on their charge. In addition, no statutory recovery and sheriff officer activity took place between April 2020 and July 2020 in relation to Council Tax for both the 2020/2021 financial year and arrears years.
- 3.3. For 2021/2022 increases have now been applied for both current year and arrears targets to reflect the increased levels of income expected to be collected as the impact of the pandemic recedes. Promotion of CTR will continue to ensure maximum take-up.

#### **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 2021/2022.
- 4.2. The annual Council Tax collection target for 2021/2022 has been set at 94.0%. Council Tax collection is currently 31.84%, ahead of target by 0.63% and ahead of comparable performance in 2020/2021 by 1.30%.
- 4.3. A Non-Domestic Rates (NDR) collection target of 96.0% has been set for 2021/2022. NDR collection is currently 11.4%, ahead of target by 0.2% and ahead of collection at the same point last year by 8.4%. The lower collection last year at this time was due to delayed annual billing as a result of a late change to NDR reliefs by the Scottish Government.
- 4.4. The 2021/2022 annual target for Sundry Debt collection has been set at 92.0%. Sundry Debt collection to 30 June 2021 was 96.4%, ahead of target by 4.4% but behind comparable performance in 2020/2021 by 1.0%.

#### **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 2021/2022 arrears annual target for Council Tax has been set at £3.200 million, with collection to 30 June 2021 of £1.365 million, ahead of target by £0.014 million (0.4%) and ahead of comparable performance in 2020/2021 by £0.623 million.
- 5.3. The 2021/2022 arrears target for NDR has been set at £6.000 million, with collection to 30 June 2021 of £5.403 million, ahead of target by £0.105 million (1.7%) and ahead of comparable performance in 2020/2021 by £5.234 million. The high arrears collection is directly related to additions to the valuation roll of £5.9 million made by the Assessor in late 2021.
- 5.4. The 2021/2022 arrears target for Sundry Debt has been set at £9.447 million, with collection to 30 June 2021 of £6.000 million, behind target by £0.008 million (0.1%) but equal to comparable performance in 2020/2021.

#### **6. Business Rates Incentivisation Scheme**

- 6.1. The Business Rates Incentivisation Scheme (BRIS) is a Scottish Government initiative to incentivise growth of the local business tax base, with a view to increasing NDR income yields.
- 6.2. The Scottish Government sets annual targets for growth (buoyancy) and Councils who achieve their target retain 50% of the additional income generated above the target. The buoyancy target is a measure of the increase in the total rateable value of the non-domestic properties on the Valuation Roll (including certain categories of public undertakings).
- 6.3. The annual buoyancy targets for South Lanarkshire Council in relation to 2020/2021 and 2021/2022 have still to be confirmed by Scottish Government.
- 6.4. Buoyancy for the first quarter, to the end of June 2021, has seen an increase of 0.09%.

## **7. Proposals for Write Off**

- 7.1. Approval for write off of the following irrecoverable debts is requested from Committee. The Council has the power to write off accounts where the debtor is deceased, sequestrated, in liquidation or the debt is prescribed or where the debt is deemed uneconomical to pursue.
- 7.2. The proposed write off of Council Tax accounts dating from 1993/1994 to 2021/2022 totals £500,149.81, relating mainly to prescribed debt, sequestrations and estates of the deceased.
- 7.3. The value of accounts currently marked for write off in the Non-Domestic Rates system from rating years 2019/2020 to 2021/2022 totals £438,101.33. These debts are deemed to be irrecoverable because the debtor is in liquidation, has ceased trading or has been sequestrated.
- 7.4. Approval is sought for the write off of Business Improvement District (BID) Levies totalling £6,615.40, administered by the Council on behalf of the Hamilton, Carluke and Lanark BID companies. There is no financial impact on the Council for these write offs.
- 7.5. Following consultation and agreement with Resources, the proposed write off of Sundry Debt totals £116,269.71.
- 7.6. Approval is sought for the write off of former tenant rent arrears of £256,687.80, factoring arrears of £7,817.63 and Housing Benefit Overpayments of £64,760.09.
- 7.7. A full list of all debts proposed for write off is held by the Executive Director (Finance and Corporate Resources).

## **8. Employee Implications**

- 8.1. None.

## **9. Financial Implications**

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

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

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

## **11. Other Implications**

- 11.1. 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.
- 11.2. There are no implications for sustainability in terms of the information contained in this report.

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

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

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

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

12 August 2021

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

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

**Previous References**

- ◆ Finance and Corporate Resources Committee - 2 June 2021

**List of Background Papers**

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

**Contact for Further Information**

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

Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

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

**SOUTH LANARKSHIRE COUNCIL**  
**REVENUES COLLECTION**  
**FOR PERIOD ENDING 30 JUNE 2021**

	<b>Annual Cash Budget £000's</b>	<b>Budget Target to 30/06/21 £000's</b>	<b>Actual to 30/06/21 £000's</b>	<b>Variance to 30/06/21 £000's</b>		<b>% Variance to annual budget</b>	<b>Notes</b>
<b>FINANCIAL YEAR 2021/2022</b>							
Council Tax	136,692	45,385	46,301	916	over	0.63%	
Non-Domestic Rates	317,234	37,011	37,600	589	over	0.2%	
Sundry Debt	107,945	107,945	113,119	5,174	over	4.4%	
<b>ARREARS</b>							
Council Tax	3,200	1,351	1,365	14	over	0.4%	
Non-Domestic Rates	6,000	5,298	5,403	105	over	1.7%	
Sundry Debt	9,447	6,008	6,000	(8)	under	-0.1%	





# Report

13

<b>Report to:</b>	<b>Finance and Corporate Resources Committee</b>
<b>Date:</b>	<b>1 September 2021</b>
<b>Prepared by:</b>	<b>Executive Director (Finance and Corporate Resources)</b>

<b>Subject:</b>	<b>Oracle HR/Finance Replacement</b>
-----------------	--------------------------------------

## 1. Purpose of the report

1.1. The purpose of the report is to:-

- ◆ provide committee with an overview of the options available for the replacement or upgrade of core HR/Finance systems and seek approval to commence the project to replace the current systems

## 2. Recommendation(s)

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

- (1) that the need to upgrade the current HR/Finance systems be noted;
- (2) that the evaluation of the range of options be noted;
- (3) that the upgrade of HR/Finance systems to Oracle Fusion be noted as the preferred option;
- (4) that work to secure the project team as detailed at Section 8 be approved; and
- (5) that approval for the allocation of capital funding be sought at the meeting of the Executive Committee on 22 September 2021.

## 3. Background

3.1. The Council is moving towards a more transformational approach to service delivery, and this will require a change in the way it works to ensure it is making the best use of its resources. Employees are a key part of this and empowering them to take decisions creates a high performing workforce and aids evidence-based decision making, planning and delivery. The recent rollout of Microsoft Teams has demonstrated the benefits of enabling the workforce to be both more agile and collaborate more easily.

3.2. A new, modern system for HR and Finance to support the future needs of the whole Council is the next step on this journey and can deliver transformational and cultural change across Resources. This includes increasing access to meaningful data, reducing operating costs per employee, but more importantly empowering:-

- ◆ Employee engagement, better workforce planning, performance management, learning and development, leadership, and management
- ◆ Greater levels of automation and improved management information
- ◆ Improved spend control
- ◆ System improvements including automatic upgrades delivering new functionality, increased uptime/availability, and support for agile working

- 3.3. The current Oracle E-Business Suite (EBS) system, in place since 1999, is on a version which will no longer be supported by Oracle after December 2023. This means that regulatory updates, such as tax changes in payroll, changes to pension regulations and bug fixes will not be issued by Oracle after this date.
- 3.4. A working group was formed to consider the options available, direct activity and progress to a recommendation. The Group included the Head of Personnel Services, Head of Finance (Strategy), Head of Finance (Transactions) and Head of IT Services. Managers across these services have also supported the evaluation exercise through participation in demonstrations and collation of information and analysis.
- 3.5. An exercise was undertaken to look at the options available, identified as:-
- ◆ **Option 1** - Do nothing - keep running with systems as they are.
  - ◆ **Option 2** - Upgrade the current on-premise EBS system to a fully supportable solution.
  - ◆ **Option 3** - Upgrade to Oracle Fusion - move from on-premise EBS system to Cloud.
  - ◆ **Option 4** - Upgrade to a third-party cloud solution.
- 3.6. This report provides a summary of the appraisal of the options with a particular focus on the costs, benefits, contractual considerations, and governance arrangements associated with the preferred option.

#### 4. Findings

- 4.1. Having examined the options available, two were quickly discarded at an early stage for the following reasons:-
- ◆ **Option 1** - Do Nothing  
The current EBS system will no longer be supported by Oracle after 2023. This leaves the Council at significant risk of being unable to effectively deliver the wide range of finance and HR functions.
  - ◆ **Option 4** – Upgrade to a third-party cloud solution  
There are a range of providers who could offer third-party solutions to meet the requirements for delivering Personnel, Financial Accounting, Payables, Payroll and Procurement services. This option was considered to present several significant challenges, some of which would also apply to options 2 and 3 but not to the same extent.
    - ◆ Migrating to a non-Oracle cloud solution was considered as introducing significant complexity requiring extensive change management. There are many feeders and links that are used between the existing Oracle modules and other service-based systems to ensure the flow of financial and personnel data. The introduction of new systems, potentially from different suppliers would require the re-configuration of all feeders and links, thereby introducing a further level of complexity that would add risk, time and cost to the project.
- 4.2. This left two options remaining that were subject to more in-depth assessment including an evaluation of the risks presented:
- ◆ **Option 2** - Oracle EBS upgrade
  - ◆ **Option 3** - Oracle Fusion

#### 4.3. Oracle EBS upgrade – Key Features

The option of upgrading Oracle to the latest version has been evaluated. The upgraded system contains a minimal level of enhancements compared to the version of the system currently in use (changes are in the presentation of information, not functionality).

Feedback from key business and council wide users suggested that the current system is dated and lacking in several key areas:-

- ◆ Is not intuitive and provides a poor user experience.
- ◆ Does not provide a single version of the truth for HR/Finance.
- ◆ Does not support agile working.
- ◆ Does not meet the needs of the Council's ambitious transformation and digital agendas.
- ◆ Needs manual intervention to carry out standard processes
- ◆ Lack of functionality to support procurement and contract spend controls, requiring manual intervention

In short, this option would not deliver any improvements, with no new functionality being added, and the council would be left with having to upgrade again. No other Local Authority that has chosen this upgrade path and as a result this does introduce a further degree of risk.

#### 4.4. Oracle Fusion – Key Features

This is the upgrade route other Local Authority customers have taken (Scottish examples are Fife, Stirling, and South Ayrshire Councils). Implementation of a Cloud solution will provide the platform for the adoption of best practice business processes. The principles around this include eliminating unnecessary manual steps that hinder delivery, using more self-service technology, using automation and workflows, and improving performance reporting. These are all key in the consideration of a fully integrated Finance/Procurement and HR/Payroll system.

Engagement activities undertaken with managers and employees during the Business Case Options Appraisal defined a set of business drivers to aid the assessment of whether to implement a fully integrated system. These were:-

Business Drivers	
Improving Back Office Efficiencies	Self Service
Best Practice Processes	Single Source of the Truth
Automation and Integrated Solution	User Experience
Effective Governance	Real Time Reporting
User Acceptance	Future Proofing
Data Security	Cloud solution / software as a service

Oracle Fusion can support all the above.

The introduction of the new processes offered by Oracle Fusion would have a significant impact on employees across the Council, who will need support and guidance to be able to successfully transition to new ways of working.

The Fusion platform is modern, user friendly, fits with the council's digital strategy and, through cloud-based updates, provides a level of future proofing in both functionality and accessibility. For example, security updates are ongoing as requirements develop, whereas keeping on the current upgrade and support path will not deliver this to the same extent.

## **5. Efficiencies – Oracle EBS Upgrade and Oracle Fusion**

- 5.1. The Oracle EBS upgrade is not considered to offer any efficiencies due to the minimal level of enhancements available.
- 5.2. There are significant efficiencies to be gained in a move to the modern cloud solution offered by Oracle Fusion, these will include cashable and non-cashable efficiencies from the following areas:-

- ◆ Hardware/software
- ◆ Support Services
- ◆ Manager time
- ◆ Employee time

Some of these are readily secured, others will require further activity to release.

- 5.3. Cashable savings of £2.253 million would be expected be realised by 2024/2025 (one year after full implementation) over the following main areas, with Appendix 1 providing a full breakdown. These savings will come from all Resources:-
- ◆ Automation of HR/Finance processes reducing the need for staff input in HR/Finance teams
  - ◆ Replacement of the current online learning, flexi and recruitment systems with a saving in their associated cost
  - ◆ Faster recruitment and improved absence management with associated reduction in premium rate overtime
  - ◆ Savings in management and employee structures from more efficient HR and Finance processes including recruitment, particularly for internal posts; employee changes; recording absences, performance appraisal etc delivered through greater automation and self-service
- 5.4. In addition to the cashable benefits there are wider operational and service benefits associated with the system implementation that will contribute to the smooth running of Council Services.

## **6. Costs – Oracle EBS Upgrade and Oracle Fusion**

- 6.1. For the purposes of evaluation, the estimated project costs for the two options are detailed in the table below:-

<b>Options</b>	<b>Project cost £ m</b>	<b>Comment</b>
Oracle EBS Upgrade	£0.600m	No savings anticipated
Oracle Fusion	£6.548m	Significant savings anticipated

- 6.2. The higher cost for Oracle Fusion is attributable to the significant change this would require and the need to second employees from Finance and HR, alongside the requirement for significant external support in delivering the project. A Systems Integration (SI) Partner would be required due to the significant level of technical IT work required in a project of this scale.

## 7. Scoring of Options Appraisal – Oracle EBS Upgrade and Oracle Fusion

- 7.1. Each of the options have been scored against the criteria used in the Transformational Review Framework reflecting the key features, efficiencies, and costs with a summary below and the full scoring provided in Appendix 2:-

Option	Score
Oracle EBS Upgrade	37
Oracle Fusion	56

- 7.2. The scoring reflects the following costs and benefits for each option:-

Option	Oracle EBS Upgrade	Oracle Fusion
Cost	£0.600m  Despite the above cost, no efficiencies would accrue due to the minimal improvements in functionality that would be expected.	£6.548m  Benefits outweigh the costs with identified efficiencies recurring, and the potential for future efficiencies.
Benefits	Oracle EBS would be easier to implement as it only contains minimal changes from the current version	Oracle Fusion will meet customer needs to a greater extent with more advanced processes, greater automation, and a better user experience
	Would involve less risk	Oracle Fusion is estimated to provide recurring annual efficiencies of £2.253m
		Oracle Fusion provides a degree of future proofing through automatic upgrades to ensure compliance with legislation and continuous improvements  Oracle Fusion is one of the best cloud solutions available and will deliver transformation of services

7.3. The Group therefore recommended progressing Oracle Fusion as the preferred option. The Council could have to go down this route after the last available upgrade on EBS in any event, with potentially higher costs, having lost the opportunity in the interim for delivering significant efficiencies and having incurred the cost of the EBS upgrade.

7.4. The remaining sections of the report focus on the project team, financial and employee implications associated with the preferred option.

## **8. Implementation - Project Team**

8.1. The upgrade of the Council's Finance and HR systems would represent a significant undertaking that would necessitate the creation of a large project team and require the appointment of a Systems Integration (SI) Partner, considered an essential requirement for projects of this scale.

8.2. It is estimated that a project team of 30.0 FTE would be required in addition to current establishment. A breakdown of the main groupings and roles is provided below:-

- ◆ Core Team

- ◆ 19.5 FTE employees with expertise across Finance, Personnel, and IT Services to support development work including business change, business process analysis, internal audit, and logistical support.
- ◆ 10.5 FTE external staff brought in to perform specific functions (e.g., data migration, data entry analysts, solution application architects, project management support and functional leads)

8.3. The role of the SI partner will assist with the:-

- ◆ Technical design of Oracle Fusion solution to meet SLC needs
- ◆ Build of approved SLC design on Oracle Fusion platform
- ◆ Partner with SLC business leads to configure and test system
- ◆ Partner with SLC IT to develop, implement and test integrations with other SLC and external systems
- ◆ Partner with SLC to export data from current EBS system to cloud system and fully test
- ◆ Support parallel running including maintaining integrity of two systems
- ◆ Partner with SLC IT and Oracle to identify and resolve technical issues
- ◆ Partner with SLC IT to develop any non-standard functionality which is not included in Oracle Fusion modules

8.4. The primary role of the SI partner will be to perform technical tasks within the Oracle cloud environment to the SLC specification. The SI partner will do this under the direction of the core team who will specify requirements, perform client-side tasks, manage overall progress and handle escalations. The core team will comprise SLC functional leads supported by external staff to provide additional client-side capabilities where internal skills and/or capacity are not available.

8.5. The project is expected to take around 15 to 18 months with an expected go live date between January and March 2023.

## 9. Contractual Requirements

- 9.1. The use of Fusion will require a new contractual arrangement to be put in place with Oracle covering an initial period of 5 years with options for a 3-year extension at year 6 and for a 2-year extension at year 9 giving a total contract period of up to 10 years. A separate procurement exercise is required for the appointment of the SI partner covering the period of implementation.

## 10. Financial Implications

- 10.1. Oracle Fusion: Costs of Implementation and Licences  
Work has been ongoing to estimate the costs of moving to Oracle Fusion with there being two main costs to consider:

- ◆ **Projects costs:** for implementation of the system (one off, capital costs)
- ◆ **Licences:** the ongoing annual subscription costs for licences

- 10.2. **Project costs:** The costs of implementation are estimated at £6.548 million comprising the costs of the implementation team, the provision of external support and the SI partner.
- 10.3. The exact profile of these costs plus the staffing costs will only be confirmed when the final project plan is developed. Staffing costs assume people are in post from January 2022, but it is expected that they will be in place on a phased basis prior to this.
- 10.4. **Licences:** The annual cost of licences is £1.25 million. There are currently budgets held (approximately £0.570m) that will not require to be incurred going forwards, therefore the net ongoing costs are expected to be approximately £0.678 million before the costs of borrowing are considered (see section 10.7 below).
- 10.5. **Efficiencies expected:** As detailed in Section 5, it is expected that efficiencies can be achieved through implementing Oracle Fusion. Cashable savings of £2.253 million have been estimated across Finance, HR, and IT and from wider efficiencies in Resources.
- 10.6. **Funding:** There are several funding sources identified which can contribute towards the costs of the implementation and the ongoing running costs of the system.
- ◆ Existing approved capital funding - (£1.000m) (approved Executive Committee 4 November 2020)
  - ◆ 2021/2022 capital investment in digital transformation (£1.557m) - (approved Executive Committee 28 April 2021 - £1.891m)
  - ◆ £1 million set aside in reserves as a contribution towards the project (£1.000m) – (approved Executive Committee 23 June 2021)
  - ◆ Existing budget available to contribute towards ongoing license costs (£0.571m)
- 10.7. The capital funding of £2.557 million will contribute towards the costs in years 2021/2022 and 2022/2023. This will leave a borrowing requirement to meet the remaining costs of £5.682 million (assuming that the first year's license costs are capitalised). This figure is shown in Appendix 3 under Borrowing (balance of capital). The annual costs of borrowing are estimated at £0.398 million assuming implementation costs are repaid over 20 years. Total costs of borrowing would therefore be £7.960 million.

- 10.8. The ongoing net costs from 2023/2024 including the costs of borrowing are around £1 million. Efficiencies are expected through more efficient business practice through using the new system (estimated at £2.253m) and will be available from 2024/2025. Until then, the reserves funding will cover these costs.
- 10.9. A benefits realisation plan based on the efficiencies identified at 5.3 will be put in place following implementation, that will allow the savings to be drawn from Resource budgets.
- 10.10. If these levels of efficiencies are achieved, there is a residual benefit of £1.177 million from introducing the system. This is illustrated in the table below. The additional revenue costs by 2024/2025 total £2.076 million including the costs of borrowing. From 2024/2025 the efficiencies are expected to be £2.253 million so the extra costs are covered within 2 years and the project then goes onto to deliver a net recurring saving.

	2023/24	2024/25
	£m	£m
Costs (licences)	1.173	1.249
Costs of Borrowing	0.398	0.398
<b>Extra costs</b>	<b>1.571</b>	<b>1.647</b>
Budget available	(0.571)	(0.571)
<b>Net additional costs</b>	<b>1.000</b>	<b>1.076</b>
Funded by:		
Reserves	1.000	-
Efficiencies	-	2.253
<b>Net position</b>	<b>-</b>	<b>1.177</b>

- 10.11. **Inflation:** An inflationary uplift is built into the contract for licenses. This will be in region of £0.108 million in 2025/2026 and a further £0.118 million in 2029/2030 should the two extension periods be taken. This will reduce the overall net benefit from those years, albeit costs will be avoided from the increases in the salary and contract costs that are subject to efficiencies.

## 11. Employee Implications

- 11.1. Where possible, the team (or backfill) will include employees displaced through the efficiency savings process. A number of temporary employees will also be required, and recent graduates may be targeted for this. The services will balance the need to ensure experience is available in both the project and service teams to provide continuity in delivery.
- 11.2. Delivery of the cashable efficiencies will require a Switch2 approach to redeploy any affected employees.

## 12. Climate Change, Sustainability and Environmental Implications

- 12.1. The use of Fusion is expected to further support agile working due to the range of functionality provided and will therefore contribute to the environmental benefits derived from reduced travelling. Continuing to enable self-service for all employees will have a positive impact in terms of reduced use of paper and other resources.



### **13. Other Implications**

- 13.1. Section 4 identifies the risks associated with the options of a do nothing, a minimal upgrade, a full market review or a move to Oracle Fusion. In the event of a move to Oracle Fusion a project specific risk register would be prepared given the significant scale of the exercise.
- 13.2. Oracle are providing a range of community benefits to the council that would accompany a contract award. Areas of support under discussion include:-
- ◆ Promotion of the training opportunities provided by the Oracle Academy
  - ◆ Start up support for technology businesses in South Lanarkshire
  - ◆ Employability

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

- 14.1. There is no requirement to equality impact assess the content of this report.

**Paul Manning**

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

10 August 2021

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

- ◆ Accountable, effective, efficient, and transparent

#### **Previous References**

- ◆ None

#### **List of Background Papers**

- ◆ None

**Contact for Further Information**

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

Kay McVeigh, Head of Personnel

Ext: 4951 (Tel: 01698 454951)

E-mail: [kay.mcveigh@southlanarkshire.gov.uk](mailto:kay.mcveigh@southlanarkshire.gov.uk)

**Fusion - Cashable Savings**

<b>Area</b>	<b>Cashable £ m</b>	<b>Justification</b>
Efficiencies in the delivery of HR Services - 13 FTE	£0.300m	Self-service and automation will reduce HR admin tasks. 3FTE to be invested in value added professional HR tasks supporting Resources
Efficiencies in HR admin tasks outwith Personnel Services – 10FTE	£0.260m	Self-service and automation will reduce admin tasks in Resources
Payroll error reduction – 1.5 FTE	£0.050m	Self-service and automation will reduce errors
Faster recruitment	£0.100m	On average 1 week will be reduced from the time to recruit, the saving is the premium rate OT element where posts must be filled
Absence management efficiencies	£0.250m	More accurate recording, reporting and action prompting will reduce absence and overtime costs
Associated software	£0.083m	Oracle Fusion can replace the current online learning, flexi and recruitment systems
Finance (Strategy) – 3 FTE	£0.100m	Efficiencies across general accounting, period and year end closures and forecasting.
Finance (Transactions) – 2 FTE	£0.060m	Improved spend analysis, more user friendly iproc functionality, auto holds management and improved GRN, catalogue management, including Punchout, supplier portal
IT – 1 FTE	£0.050m	No requirement to support on-premise system, enabling efficiency in IT staffing
Managers	£0.500m	More efficient tasks around managing employees
Employees	£0.500m	More efficient tasks, self-service, and automation
<b>Total</b>	<b>£2.253m</b>	

**Options Appraisal – Scoring**

<b>Criteria / Option</b>	<b>Oracle EBS Upgrade</b>	<b>Oracle Fusion</b>
Meets Customer Needs	4	8
Level of Financial Saving	1	6
Ease of Implementation	9	3
Employee Impact	1	8
Governance / Compliance	6	8
Reputation / Best Practice	3	9
Performance	5	8
Risk	8	6
<b>TOTAL</b>	<b>37</b>	<b>56</b>

Each criteria is scored from 1 to 10, with 10 being the highest score (best) and 1 being lowest (poorest)

## Financial Estimates

	Total 2021/22 to 2023/24	2024/25 (steady state)
<b>Total Estimated Project costs</b>	<b>6,548,070</b>	<b>-</b>
<b>Licences</b>		
Licence costs	3,721,147	1,249,494
budget available	(1,427,500)	(571,000)
<b>Net cost of licences</b>	<b>2,293,647</b>	<b>678,494</b>
<b>costs of borrowing</b>	<b>397,774</b>	<b>397,774</b>
<b>Total Costs in year</b>	<b>9,239,491</b>	<b>1,076,268</b>
- capital	6,548,070	
- revenue	2,691,421	1,076,268
<b>Funding Available</b>		
<b>Capital</b>		
- existing budget	<b>1,000,000</b>	
- digital transformation	<b>1,557,000</b>	
<b>Reserves</b>	<b>1,000,000</b>	
<b>Borrowing (balance of capital)</b>	<b>5,682,490</b>	
<b>Efficiencies</b>		
HR (F&C) 10 fte		300,000
HR (other resources tasks) 10 fte		260,000
Payroll error efficiencies		50,000
Faster Recruitment (reduced overtime)		100,000
Absence management efficiencies (reduced overtime)		250,000
Associated Software costs (Learning, Flexi, and recruitment)		83,000
Finance		160,000
IT		50,000
managers		500,000
employees		500,000
<b>Total efficiencies</b>		<b>2,253,000</b>
<b>Annual Net Efficiencies</b>		<b>1,176,732</b>



# Report

14

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Common Good - Update**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise members of the Common Good Accounts for the year ended 31 March 2021
- ◆ provide an update on the cyclical spend currently committed against the Common Good Repairs and Maintenance budgets for both Lanark and Hamilton
- ◆ provide an update on projects currently committed from the Common Good budgets for Lanark, Hamilton and Biggar
- ◆ advise members of a request for funding from Lanark Community Development Trust from the Lanark Common Good Fund
- ◆ provide details of consultations relating to the Common Good

## 2. Recommendation(s)

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

- (1) that the accounts for Common Good for the year ended 31 March 2021 (section 4), be noted;
- (2) that the cyclical spend committed against the Common Good Repairs and Maintenance budgets for Lanark (section 5) and Hamilton (section 6), be noted;
- (3) that the projects currently committed from the Lanark (Section 7), Hamilton (Section 8), and Biggar (Section 9) Common Good Funds, be noted; and
- (4) that the potential request for funding from Lanark Community Development Trust from the Lanark Common Good Fund (Section 10) is noted.
- (5) that the details of consultations relating to the Common Good (Section 11) are noted.

## 3. Background

- 3.1. The Common Good is a fund of money/assets and is administered by a Scottish local authority in respect of each former burgh within the area of the local authority.
- 3.2. Common Good property is administered separately from other local authority assets for accounting purposes. What the authority can do with the assets is subject to a system of statutory control. This control has the potential to limit the extent to which the authority can dispose of or deal with the asset and on what terms.

- 3.3. The Common Good funds held within South Lanarkshire Council are Lanark, Biggar, Hamilton and Rutherglen. Accounts are prepared on an annual basis, as part of the Council's year end process. The position for the year ended 31 March 2021 is detailed in section 4.
- 3.4. The Common Good Accounts in Lanark and Hamilton hold a number of properties. A proactive approach to maintenance supports the viability of these assets and reduces the risk to greater liability in the future.
- 3.5. The Finance and Corporate Resources Committee, at its meeting on 2 October 2013, approved an annual cyclical maintenance plan of £15,000 for both Lanark and Hamilton Common Good properties. The Executive Director (Finance and Corporate Resources) has delegated authority to approve maintenance work up to the value of £15,000 for each fund. If inspections highlight requirements to undertake investment which would be beyond routine maintenance, this will be considered separately for approval and will be the subject of a report to this Committee.
- 3.6. In addition to the accounts position covered in section 4, this report will provide an up-to-date position on the planned maintenance for both Lanark (Section 5) and Hamilton Common Good (Section 6). It will also provide an update on committed projects and those for consideration for Lanark (Section 7), Hamilton (Section 8) and Biggar (Section 9). Information on a request for funding from Lanark Community Development Trust update is provided in Section 10, while an update on consultations on Common Good assets will be provided at section 11.

#### **4. Common Good Annual Accounts 2020/2021**

- 4.1. Appendix 1 to the report shows the unaudited accounts for 2020/2021. These form part of the Council's accounts that were approved at the Risk and Audit Scrutiny Committee on 22 June 2021.
- 4.2. The Appendix shows that as at the end of 2020/2021, the Balance Invested in South Lanarkshire Council's Loans Fund is £0.841 million. This is the cash that is held by the Council on behalf of the Common Good funds, and which is readily available to meet expenditure. Table 1 provides the details across the Funds.

**Table 1 - Advances to South Lanarkshire Council Loans Fund**

<b>Fund</b>	<b>Lanark</b>	<b>Biggar</b>	<b>Hamilton</b>	<b>Rutherglen</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Balance	0.333	0.032	0.348	0.128	0.841

- 4.3. It should be noted that there are commitments against the funds of Lanark, Hamilton and Biggar including those covered at sections 5 to 9.
- #### **5. Lanark Repairs and Maintenance Budget – Planned Maintenance 2021/2022**
- 5.1. As noted in 3.5. an annual budget of £15,000 is available for the maintenance of Common Good properties in Lanark. For 2021/2022, £10,180 has been set aside to carry out remedial works for dampness at Lanark Tolbooth, with work expected to commence in September 2021. This leaves a remaining budget of £4,820.



## **6. Hamilton Repairs and Maintenance Budget – Planned Maintenance 2021/2022**

- 6.1. Again, as noted in 3.5. an annual budget of £15,000 is also available for the maintenance of Common Good properties in Hamilton. There are currently no commitments against this for Hamilton Common Good in 2021/2022. Work to identify areas of potential requirements for expenditure is ongoing.

## **7. Lanark Committed Projects**

- 7.1. **Lanark Loch Pipe Repair:** As previously reported to Committee, a contract to repair the pipe, reconstruct the gabion baskets and carry out the remaining footpath works was awarded. The project completed in April, at a total cost of £107,052.
- 7.2. This Committee had previously approved budgets for the reconstruction of the gabion baskets and the remaining footpath repairs totalling £68,894. These budgets have been allocated against the overall project which leaves a balance of £38,158 for the pipe repair to be funded equally from the Lanark Common Good and the Council's Property Investment Fund as agreed by this Committee on 19 August 2020.
- 7.3. **Tote Building, Lanark Racecourse:** In order to prevent the Tote building becoming structurally unsound and to remove health and safety risks, a number of repairs had to be carried out. Total approved funding for this project was £43,691. The project is now complete, and the final costs of £46,266 will be met from the Lanark Common Good Fund.

## **8. Hamilton Committed Projects**

- 8.1. **Hamilton Town Centre Action Plan:** The Plan, approved by the Community and Enterprise Resources Committee on 30 October 2018, included a project of renewal and maintenance of Hamilton's Town Square including the cleaning and repainting of the "Sails Structure".
- 8.2. This was to be funded from the annual repairs and maintenance budget of £15,000 available for 2020/2021. The work is now complete and costs of £9,373 has been charged to Hamilton Common Good in 2021/2022.

## **9. Biggar Committed Projects**

- 9.1. Funding for lighting units was approved by this Committee in June 2021, at a cost of £8,000. The works on the path between Campsie's Garage on Coulter Road and the Boghall Estate should commence late summer. It is expected that the costs will be charged during 2021/2022.

## **10. Future Projects – Clydesdale Horse Sculpture**

- 10.1. The Lanark Community Development Trust (LCDT) wrote to the Council around funding for a commemorative sculpture of a Clydesdale Horse to be sited beside Lanark Auction market and had requested consideration of a contribution of up to £10,000 from the Lanark Common Good Fund.
- 10.2. LCDT has now advised that they have secured project funding of £48,000 against a target of £55,000 and that they are continuing to seek further external funding. This is before any contribution is sought from the Common Good. If they reach the conclusion of their fundraising, and there is still a shortfall in their project funding, then they may reinstate their request for a contribution from the Lanark Common Good Fund.

10.3. The Royal Burgh of Lanark Community Council (RBLCC) were consulted for their views on this project and the original request to consider funding. RBLCC supported the project and fed back that they believed that fundraising by the LCDT should continue, and an approach made to Common Good if a shortfall remains.

10.4. Any request for funding will be brought to a future meeting of this Committee for consideration.

## **11. Consultation on Common Good**

11.1. **New Lease Arrangements:** There have been no consultations on new lease arrangements for Common Good properties since the last update on 20 January 2021, however there is a proposal to dispose of part of the Gateway Site, Palace Grounds Road, Hamilton for a substation site to facilitate the Fastned charging site at the same location. This will require consultation under Section 104 of the Community Empowerment (Scotland) Act 2015.

11.2. **Change of Use:** As previously reported, a consultation on the proposed change of use at 11 Keith Street, Hamilton (old Vogue Cinema) ended on 31 January 2021. The change of use is a development of 23 one and two bedroom flats including retention of the existing façade of the building. There were no responses to the consultation.

11.3. The Council has identified a number of sites for designation and use as local nature reserves. Two of these sites are held in the Hamilton Common Good Account and Legal Services has advised that consultation under Section 104 of the Community Empowerment (Scotland) Act 2015 is required.

## **12. Employee Implications**

12.1. None.

## **13. Financial Implications**

13.1. All costs identified will be met from the Common Good funds held within Lanark, Hamilton and Biggar.

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

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

## **15. Other Implications**

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

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

16.1. 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.

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

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

1 August 2021

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

- ◆ Accountable, effective, efficient and transparent

**Previous References**

- ◆ Finance and Corporate Resources Committee, 2 October 2013
- ◆ Finance and Corporate Resources Committee, 14 September 2016
- ◆ Finance and Corporate Resources Committee, 20 June 2018
- ◆ Finance and Corporate Resources Committee, 19 August 2020
- ◆ Finance and Corporate Resources Committee, 20 January 2021
- ◆ Finance and Corporate Resources Committee, 2 June 2021

**List of Background Papers**

- ◆ None

**Contact for Further Information**

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

Jackie Taylor, Head of Finance

Ext: 5637 (Tel: 01698 455637)

E-mail: [jackie.taylor@southlanarkshire.gov.uk](mailto:jackie.taylor@southlanarkshire.gov.uk) @southlanarkshire.gov.uk

# Appendix 1

2020/2021 Annual Accounts	Lanark	Biggar	Hamilton	Rutherglen	Total
	£000	£000	£000	£000	£000
<b>Income and Expenditure Accounts</b>					
Income for the Year	14	-	133	-	147
Expenditure for the Year	(22)	-	(75)	-	(97)
<b>Surplus / (Deficit) to the Balance Sheet</b>	<b>(8)</b>	<b>-</b>	<b>58</b>	<b>-</b>	<b>50</b>
<b>Balance Sheet</b>					
<b>Fixed Assets</b>					
Property, Plant and Equipment	1,500	-	1,464	-	2,964
<b>Investments</b>					
Advances to South Lanarkshire Council Loans Fund	333	32	348	128	841
Debtors	-	-	53	-	53
<b>Total Assets</b>	<b>1,833</b>	<b>32</b>	<b>1,865</b>	<b>128</b>	<b>3,858</b>
<b>Current Liabilities</b>					
Creditors	(3)	-	(13)	-	(16)
<b>Total Assets less Current Liabilities</b>	<b>1,830</b>	<b>32</b>	<b>1,852</b>	<b>128</b>	<b>3,842</b>
<b>Represented By:</b>					
Common Good Account	1,364	32	1,257	128	2,781
Surplus / (Deficit)	(8)	-	58	-	50
Amortisation of Revaluation Reserve	4	-	1	-	5
Gain / Loss on Revaluation	-	-	-	-	-
	<b>1,360</b>	<b>32</b>	<b>1,316</b>	<b>128</b>	<b>2,836</b>
<b>Revaluation Reserve</b>					
Opening Balance	469	-	532	-	1,001
Gain / Loss on Revaluation	5	-	5	-	10
Amortisation of Revaluation Reserve	(4)	-	(1)	-	(5)
Closing Balance	<b>470</b>	<b>-</b>	<b>536</b>	<b>-</b>	<b>1,006</b>
<b>Total</b>	<b>1,830</b>	<b>32</b>	<b>1,852</b>	<b>128</b>	<b>3,842</b>

# Report

15

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>1 September 2021</b>
Report by:	<b>Executive Director of Finance and Corporate Resources</b>

Subject:	<b>Governance of Charitable Trust Funds – 2020/2021 Expenditure</b>
----------	---

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ inform Committee of the payments made to beneficiaries from the Charitable Trust Funds administered by the Council

## 2. Recommendation(s)

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

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

## 3. Background

- 3.1. South Lanarkshire Council administers a total of 64 Charitable Trust Funds. The value of these Trust Funds as at 1 April 2020 was £1.184 million. For the purposes of reporting to the Office of the Scottish Charity Regulator (OSCR), South Lanarkshire Council group the individual trusts funds into 3: South Lanarkshire Council Charitable Trusts; South Lanarkshire Educational Trusts; and East Kilbride Information Technology Centre Trust.
- 3.2. On 25 April 2018, this Committee approved the proposal to modernise the Charitable Trust Funds. This included establishing governance arrangements as well as a formal constitution.
- 3.3. The Council's Legal Services have been working with OSCR to formally adopt Trust Deeds and continue to work with them to achieve the modernisation of the Trusts. OSCR approved the establishment of The South Lanarkshire Charitable Trust on 16 December 2019 and The South Lanarkshire Educational Trust on 17 December 2019.
- 3.4. The funds from the existing Trusts will now be transferred to The South Lanarkshire Charitable Trust and the South Lanarkshire Educational Trust. This will be done by applying to OSCR for their approval for a Charity Reorganisation Scheme. Officers from Finance and Legal Services have commenced work on the applications. It is anticipated that the majority of funds will transfer over the next three to four months, however this timeframe is dependent on OSCR timescales.

- 3.5. In the meantime, this paper provides an annual report on the financial position of the 3 current Trust Funds, advising of the monies distributed in 2020/2021 and the remaining balances within those Trusts Funds as at 31 March 2021 (section 4).

#### **4. Summary of Financial Position for 2020/2021**

- 4.1. The opening balance of the 3 reported Charitable Trust Funds, as at 1 April 2020 was £1.184 million.
- 4.2. **SLC Charitable Trusts:** Payments to beneficiaries from the SLC Charitable Trusts were limited during 2020/2021 as the process of transferring the balances to The South Lanarkshire Charitable Trust had commenced.
- 4.3. During 2020/2021, expenditure totalled £0.018 million. This is made up of the purchase of investments (£0.004m), the external audit fee (£0.005m) and management fee for the Loudon Bequest (£0.003m). It also includes the transfer of funds to South Lanarkshire Council for the upkeep and maintenance of cemeteries across the Council area (£0.006m) as shown in Appendix 1.
- 4.4. This expenditure was offset by income of £0.034 million from interest and dividends received from investments, and the sale proceeds from investments. Funds of the Loudon Bequest are managed by Barclays Wealth in the Barclay's Charity Fund. Income earned on this investment is reinvested in the fund.
- 4.5. The net surplus for SLC Charitable Trusts was therefore £0.016 million. Taking into account the carrying value of the investments sold in the year of £0.004 million, the balance of SLC Charitable Trusts increased by £0.012 million over the year.
- 4.6. **SLC Educational Trusts:** Payments to beneficiaries from the SLC Educational Trusts were limited during 2020/2021 as the process of transferring the balances to The South Lanarkshire Educational Trust had commenced.
- 4.7. During 2020/2021, expenditure totalled £0.005 million. This is made up of the external audit fee (£0.001m) and distribution of monies to one beneficiary of the trust funds (£0.004m) as shown in Appendix 1.
- 4.8. The net deficit for SLC Educational Trusts was therefore £0.005 million, which resulted in a corresponding decrease in the closing balance.
- 4.9. **East Kilbride Information Technology Centre Trust:** The trust fund received a small amount of interest on the fund balance and incurred a small audit fee.
- 4.10. **Closing Balance on the Charitable Trust Funds:** Overall the balance of the 3 funds as at 31 March 2021 had increased by £0.007 million to £1.191 million as shown in Appendix 1.

#### **5. Employee Implications**

- 5.1. None.

#### **6. Financial Implications**

- 6.1. All financial implications arising from the Trust review can be met by the Trust Funds.

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

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

## **8. Other Implications**

- 8.1. There is a risk that the funds of the Trusts are not used for the purpose that they were intended. To mitigate this risk, the governance arrangements approved by Finance and Corporate Resources Committee and to be put in place formally via OSCR, will ensure appropriate distribution of funds. In addition, OSCR also receive an annual report on the Trusts and their purpose.

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

- 9.1. There is no requirement to carry out an impact assessment in terms of the information contained in this report.
- 9.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**

**Executive Director of Finance and Corporate Resources**

4 August 2021

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

- ◆ Accountable, effective, efficient and transparent

### **Previous References**

- ◆ Finance and Corporate Resources Committee, 25 April 2018
- ◆ Finance and Corporate Resources Committee, 19 September 2018
- ◆ Finance and Corporate Resources Committee, 7 August 2019
- ◆ Finance and Corporate Resources Committee, 19 August 2020

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

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

Jackie Taylor, Head of Finance (Strategy)

Ext: 5637 (Tel: 01698 455637)

E-mail: [jackie.taylor@southlanarkshire.gov.uk](mailto:jackie.taylor@southlanarkshire.gov.uk)

Trust Fund	2020/21 Expenditure	Details of Payments made during 2020/2021	Fund Balance as at 31/03/2021
SLC Charitable Trusts	£5,895.95	<p>During the year to 31 March 2021, £5,896 was paid over to South Lanarkshire Council for the upkeep and maintenance of cemeteries across the Council area. The details are shown below:</p> <ul style="list-style-type: none"> <li>• Agnes Taylor Hastie (£302.65)</li> <li>• JS Waugh (£2,328.15)</li> <li>• Alexander Kay (£1,475.07)</li> <li>• Chancellor (£1,577.86)</li> <li>• J Reid Bequest (£212.22)</li> </ul>	£1,036,589.71
SLC Educational Trusts	£4,000.00	Elizabeth B Mitchell Trust (£4,000.00 for Duncanrig Project)	£127,427.41
East Kilbride Information Technology Centre Trust	n/a	n/a	£26,856.66
<b>Total Expenditure</b>	<b>£9,895.95</b>		<b>£1,190,873.78</b>



# Report

16

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>1 September 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Annual Procurement Report 2020/2021</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide details of the Annual Procurement Report for 2020/2021

## 2. Recommendation(s)

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

- (1) the Annual Procurement Report for 2020/2021 be noted.

## 3. Background

3.1. The Procurement (Scotland) Reform Act 2014 requires contracting authorities to prepare and publish an annual procurement report on its regulated procurement activities. The Act states that the annual report must include information on:-

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

## 4. Procurement Annual Report

4.1. The Procurement Annual Report for 2020/2021 is included in Appendix 1.

### 4.2 Section 2: Regulated Procurement Activity

4.2.1. Regulated procurement is defined by the Procurement Reform (Scotland) Act 2014 as any procurement with an estimated value of over £50,000 for supplies or services or £2 million for works contracts.

4.2.2. The Council's total level of procured expenditure for the period of the report was £393 million. The report provides details of 159 regulated contract awards with a total value of £394 million, including one high value award for the Adult Supported Living Procured Service Arrangement at £243 million. Although a number of tender exercises were abandoned due to Covid-19, there were also a range of contracts to support the Council's pandemic response, including PPE and homeless and social care services.

#### 4.3. Section 3: Regulated Procurement Compliance

4.3.1. The Council's Procurement Strategy 2020 to 2023 was approved by the Executive Committee in May 2020. The Strategy included an action plan to ensure continuous improvement across procurement activity.

4.3.2. A summary of the Council's strategic objectives is included as Appendix 2 and the Annual Report highlights actions completed during 2020/2021, including implementation of appropriate procurement changes required by EU Exit legislation, managing the Council's pandemic response sourcing requirements and monitoring the impact of both factors on commodity pricing and supply chain issues.

#### 4.4. Section 4: Community Benefits

4.4.1. The Council's approach to secure community benefits through procurement is outlined in the report, with descriptions of suitable benefits which will be considered in all regulated tenders.

4.4.2. A summary of the contracts attracting Community Benefits is provided with example of community benefits secured for St Joseph's New Building Housing and Care Facility and the Auldkirk New Build Housing contract.

#### 4.5. Section 5: Supported Businesses

4.5.1. This section of the report has been expanded, at the request of Scottish Procurement, to include an update on progress in the Sustainable Procurement Duty. An update on the Council's progress in embedding the new sustainable procurement tools and examples of sustainable outcomes included in 2020/2021 contracts is included. Examples of positive sustainable outcomes in procurement include electric vehicles, living wage and emission standards in the Passenger Transport framework.

4.5.2. Supported businesses are social enterprises whose main aim is to integrate disabled or disadvantaged people socially and professionally. Their workforce must be at least 30% disabled or disadvantaged, as specified in EU Directive 2014/24/EU.

#### 4.6. Section 6: Future Planning

4.6.1. A summary of the regulated procurements the authority expects to commence in the next two years is provided, including renewals and new contracts, is included as an appendix to the report, which has been developed following procurement service planning consultation with Resources.

#### 4.7. Section 7: Further information

4.7.1. Information to be included in this section is not prescribed, however, the Council has highlighted a number of areas, including engagement with local companies and SMEs and payables and e-invoicing performance information.

#### 4.8. Procurement Performance Information and SME engagement

4.8.1. A range of 2020/2021 performance indicators are provided in this section.

4.8.2. Procured spend with SMEs (overall) increased by 1% to 43% in 2020/2021, driven by growth in social care spend with SME providers, including new entrants to the Care at Home market.

- 4.8.3. Spend in the South Lanarkshire area (for all contractors, including SMEs) remained static at £59 million, although as a percentage of core trade spend, this decreased from 18% in 2019/2020 to 17% in 2020/2021. Spend with South Lanarkshire SMEs also reduced from 13% to 12%.
- 4.8.4. A geographical analysis of spend outwith the local area has been included in the annual procurement report for the first time and quantifies spend for the wider Lanarkshire area (34%), in Glasgow City Region (47%) and across Scotland (60%).
- 4.8.5. The Procurement Service continue to work in partnership with the Economic Development Service and the Supplier Development Programme to improve the participation of local SMEs in Council contracts, an area of focus in the “spend” pillar of the Council’s Community Wealth Building strategy. Although many supplier engagement events were impacted by the pandemic, progress has been made in moving towards digital events.
- 4.8.6. An analysis of local spend through Scotland Excel collaborative frameworks is also included in the annual report, noting that although while £4.9m (14%) of South Lanarkshire Council spend via Scotland Excel frameworks is with local enterprises, £40 million of spend is directed to South Lanarkshire companies from other local authorities through Scotland Excel, indicating a wider economic benefit from collaboration.

## **5. Employee Implications**

- 5.1. The forward programme of work for the Procurement Service represents a significant increase in the volume of procurement activity. Additional resources are therefore being identified to help ensure the activity is delivered and risks are minimised.

## **6. Financial Implications**

- 6.1. None.

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

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

## **8. Other Implications**

- 8.1. None.

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

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

**Paul Manning**

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

12 August 2021

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

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

**Previous References**

- ◆ Procurement Strategy 2020 to 2023, Executive Committee, 13 May 2020
- ◆ Annual Procurement Report 2019/2020, Finance and Corporate Resources Committee, 28 October 2020

**List of Background Papers**

- ◆ None

**Contact for Further Information**

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

Craig Fergusson, Head of Finance (Transactions)

Ext: 4951 (Tel: 01698 454951)

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



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

# Annual Procurement Report

## 2020/2021

## **Contents**

1. Introduction
2. Regulated Procurement Activity
3. Regulated Procurement Compliance
4. Community Benefits
5. Sustainable Procurement and Supported Business
6. Future Regulated Procurements
7. Further Information

Appendix 1: Regulated Procurements

Appendix 2: Procurement Strategy Action Plan

Appendix 3: Future Regulated Procurements

## **1. Introduction**

South Lanarkshire Council's Procurement Service supports the delivery of works, supplies and services across the Council and has a vital role in ensuring services operate efficiently and effectively.

The report details the Council's regulated procurement activity for the period 1 April 2020 to 31 March 2021, as required by the Procurement Reform (Scotland) Act 2014. During this period, the Council's total procured expenditure was £393m.

Our annual report will publish the Council's performance in procurement activity by providing the following information:

- a summary of regulated procurements, including all procurements over £50,000
- a review of whether those procurements complied with our published Procurement Strategy and where they did not, a statement on how we intend to achieve compliance
- a summary of Community Benefits achieved
- a summary of progress in facilitating the involvement of Supported Businesses
- a summary of future regulated procurement, including all procurements over £50,000 expected to commence in the next two financial years

Achievements for the Procurement Service included:

- Approval of the new Procurement Strategy 2020-2023
- Supporting the Council and Health and Social Care Partnership through our response to Covid-19, including sourcing and supplier relief arrangements
- Implementation of a new approach to Community Benefits to improve the identification, realisation and monitoring of benefits
- Progress in embedding the Scottish Procurement Sustainable Toolkit
- Contribution towards the Council's Community Wealth Building Strategy to maintain focus on commercial engagement with local companies, with 17% of procured spend within the South Lanarkshire area.

Much of 2020 was dominated by the Covid-19 pandemic and the Council's emergency response, which impacted on existing contracts and tender activity. The response to Covid-19 influenced the Council's strategic planning and procurement approach and relationship with contractors.

## **2. Regulated Procurement Activity**

A regulated procurement is defined by the Procurement Reform (Scotland) Act 2014 as any procurement with an estimated value of over £50,000 for supplies or services or over £2m for works contracts. A regulated procurement is complete when the contract award notice is published and can include new contracts and framework agreements.

In addition, regulated procurements will be subject to the Public Contracts (Scotland) Regulations 2015 where they meet the appropriate thresholds. The Council must follow the relevant procurement rules in respect of planning through to contract award, as detailed in Section 3: Regulated Procurement Compliance.

In total, the Council awarded 159 contracts over £50,000 in 2020/2021, with a total award value of £394m, as listed in Appendix 1.



### **3. Regulated Procurement Compliance**

The Procurement Reform (Scotland) Act 2014 requires all contracting authorities to publish a Procurement Strategy.

2020/2021 was the first year in our Procurement Strategy 2020-2023, which aims to promote best practice across all procurement activity, while supporting the Council's priorities set out in the strategic plan "Connect". The procurement strategy was supported by an Action Plan to ensure compliance for all procurement activity, including regulated procurements, and is subject to annual review to reflect new legislative requirements, innovation and priorities.

A summary of the Council's strategic procurement objectives is included in Appendix 2. Progress in achieving our Procurement Strategy action plan is monitored by the Council's Corporate Management Team and Finance and Corporate Resources Committee.

Key achievements in 2020/2021 included:

- Implementation of appropriate procurement changes required by EU Exit legislation and monitoring the impact of EU Exit on commodity pricing and supply.
- Managing the Council's pandemic response sourcing requirements and monitoring supply chain impacts arising from COVID-19
- Working with Scottish Procurement's Sustainability Toolkit to assess the council's current approach to sustainable procurement and identify an action plan to embed sustainable outcomes across economy, society and environment.
- Implementing the Scottish National Procurement Competency Framework to identify training opportunities and improve skills standards across the procurement team.
- Implementing the new Contracts Register database solution

#### Procurement Compliance

The Council's procurement activity, including regulated procurements, is undertaken in accordance with a legal and procedural framework to ensure compliance. Legal requirements are underpinned by the Council's Standing Orders on Contracts and procedural arrangements are as set out in the Scottish Government's Procurement Journey.

Additional governance and monitoring arrangements for regulated procurements ensure a robust structure is in place to ensure compliance. At a practical level this consists of the preparation and authorisation of sourcing strategies and tender documentation through to reports for the authorisation of awards to the Council's Committee structure. The Council also has a review structure in place to consider high risk procurements. This provides reasonable assurance that all regulated procurements were materially compliant with the strategy.

The Council monitors contractual compliance, with 98% of 2020/2021 spend over £50,000 with contracted suppliers. A quarterly review process is in place to identify, and resolve spend with non-contracted suppliers.

#### 4. Community Benefits

Community Benefit clauses require contactors to deliver long term sustainable social and economic benefits to the South Lanarkshire community, while demonstrating Best Value in contract awards.

The Procurement Reform (Scotland) Act 2014 requires the Council to consider Community Benefits for contract values over £4m, however, the Council will consider inclusion of Community Benefits in all regulated tenders (over £50,000), regardless of value, where appropriate to the supplier, value and duration of the contract.

Consideration of Community Benefits is embedded in the Council's Sourcing Strategy and clearly stated in the tender documents to ensure transparency and fairness in the evaluation process.

In late 2020/2021, the Council implemented a new approach to Community Benefits to improve the identification and realisation of benefits and it is anticipated that improvements will be in place from 2021/2022 onwards. The new approach has a points based system, with number of points based on the value of the contract and suppliers select appropriate community benefits from the Council's menu of suitable benefits, including employability through apprenticeships, work placements and local employment and engagement with local and SME subcontractors in the supply chain.

Of the 159 regulated procurements conducted during the reporting period, 34 were derived from either national or local Frameworks where benefits were allocated within the framework. Of the remaining 125 awards, 22 contracts had bespoke Community Benefit clauses, including:

- St Joseph's New Build Housing, Community and Care Facility: Cruden – Award Value £14.2m

The following community benefits were included in this contract for new building housing and a new care facility in the Blantyre area:

Community Benefit	Committed
Apprenticeships	2
Local recruitment	2
Work placements	3
SME supply chain opportunities	3
Local SME opportunities	2
School visits	2
Community contributions	3 totalling £3,000
Local sponsorship	2 totalling £2,000
Mentoring local organisations	3

- Auldkirk Housing Development: Hub South West – Award Value £7.5m  
The following community benefits were included in this contract for new building housing in the Cambuslang area:

<b>Community Benefit</b>	<b>Committed</b>
Community presentations	2
Community activity days	2
Apprenticeships	2
Local job opportunities	2
Work placements	20
Existing apprenticeships	3
Training events	9
Educational activity	2
Social Value community events	2
Local employment programme	2
Subcontracting opportunities for local companies (South West Scotland)	70%
Supply chain events	2
Local companies first time tender opportunity	22
Local business workshops	3
Business expansion workshops	3
Construction Learning events	5

## **5. Sustainable Procurement and Supported Business Summary**

### **Sustainable Procurement**

One of the Council's key strategic objectives is "Sustainable and Ethical" in recognition of our responsibility to secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty.

The Council uses the Sustainable Flexible Framework to measure organisational progress in embedding sustainable outcomes: the framework measures performance across the following areas:

- People: training on sustainable procurement tools is progressing across the organisation
- Objective, Strategy and Communications: sustainable procurement duty embedded in Procurement Strategy
- Process: Development of the prioritisation and sustainable tools is scheduled for 2021/2022
- Stakeholders: improved engagement for stakeholders
- Monitoring and Reporting: Sustainable procurement outcomes are included in the Annual Report

Examples of good sustainable practice this year include:

- Ensuring Real Living Wage paid in social care contracts, which accounts for £80m of council spend
- Supporting Fleet Services to continue transformation of the council's fleet to electronic and low emission vehicles
- Supporting improved standards for vehicle emissions in our passenger transport framework

### **Supported Business Engagement**

The involvement of Supported Businesses and Social Enterprises is included in the strategic objective of "Sustainable and Ethical" and engagement is considered in the Council's Sourcing Strategy for new tenders.

During 2020/2021, the Council's spend with charitable organisations totalled £40.3m and we continued to support Supported Business and Social Enterprises.

#### **Hey Girls Social Enterprise: spend £0.121m**

Hey Girls are based in Dunbar, founded by a mother and her two daughters to address period poverty through a "Buy One, Give One" social enterprise model. Hey Girls continue to be a key supplier in achieve the Scottish Government's period poverty targets and the Council's spend in 2020/2021 was £0.121m. Hey Girls also subcontract their distribution contract to The Haven, a supported business based in Falkirk.

Scotland's Bravest Manufacturing Company: spend £0.009m

Scotland's Bravest is a supported business based in Erskine and is part of the Royal British Legion Industries. Scotland's Bravest joined the Scottish Government's supported business framework in 2018 and hold a signage contract with a value of £0.190m. £0.009m was spent in 2020/2021 due to reduced signage activity during the pandemic.

City Building/RSBI £0.007M

City Building is a supported business based in Glasgow, including Royal Strathclyde Blindcraft Industries (RSBI). City Building and RSBI joined the Scottish Government's supported business framework in 2018 and offers the provision of bespoke furniture to schools. £0.007m was spent in 2020/2021.

## **6. Future Regulated Procurements**

The Council's activity over the next two years in regulated procurement will include existing contracts which are due to be extended or re-let and new tenders. Appendix 3 provides a list of anticipated future procurements over £50,000 in value.

The Council continues to develop the use of our long-term flexible framework model of Procured Service Arrangements for light touch services, including Social Care and Education. The Council is also extending the use of Dynamic Purchasing Systems and working closely with the Scottish Procurement Alliance, Procurement for Housing and Scotland Excel to identify future collaborative opportunities.

The following provides some examples from the wide range of projects detailed in Appendix 3 that illustrate the diverse range of commodities and services being procured by the Council:

- Primary school construction and extensions
- Care at home social care services
- Range of contracts for housing and property maintenance
- Procurement of fleet and vehicles
- A range of contracts for waste recycling and disposal

The largest contract listed by value is for the provision of Care at Home services at £1bn. The significant value is driven by the expected use of a procured service arrangement that would have a duration of 15 years.

## 7. Further Information

### Procurement Performance information

The Council reports on a range of performance indicators, including the level of procurement spend with local companies (based within South Lanarkshire area) and SMEs (small and medium enterprises). The Council has a consistently high level of engagement with SMEs overall, with 75% of Council contracts awarded to SMEs in 2020/2021.

#### Local and SME spend

The Council's spend with SMEs increased by 1% 2020/2021, however, local spend with South Lanarkshire enterprises (including SMEs) decreased by 1% to 17%. Our local spend remained static at £58m. The actions around the Community Wealth Building Strategy will aim to improve local spend levels in the future.

Indicator	2018/19	2019/20	2020/21
Total procured spend	£356m	£372m	£393m
Core Trade spend	£315m	£328m	£347m
Core spend in South Lanarkshire area	18%	18%	17%
Core spend with South Lanarkshire SMEs	13%	13%	12%
Core spend with SMEs	46%	42%	43%

*(Source: National Observatory)*

In addition to our direct spend with suppliers in the local area, we are also working towards identification of subcontracted local spend with our tier one contractors, particularly in major construction projects. Our spend with Hub South West in 2020/2021 totalled £20.8m, with £8.4m (40%) being subcontracted to South Lanarkshire based companies.



### Where we spend

A geographical analysis of the Council's core spend is provided below: although 17% of our spend is within South Lanarkshire, 34% of spend was within the wider Lanarkshire area and 47% within Glasgow City Region. 60% of our total spend is in Scotland.



### Collaborative contracts

The Council continues to focus on a collaborative approach to procurement wherever possible and collaborative contracts accounted for 24% of Council spend in 2020/2021.

This year, the Council's spend through Scotland Excel frameworks totalled £35.4m, of which £4.9m (14%) was spent with local suppliers. However, these collaborative frameworks also generated £40m of spend with South Lanarkshire based suppliers by other local authorities, of which 90% was with SMEs.

### Supplier payment performance and e-invoicing

The Council continues to exceed the national target of 85% of invoices paid within 30 days of receipt, with 91% of invoices meeting this standard in 2020/2021.

E-invoicing, which enables automated payment of invoices where they can be electronically matched to a purchase order, has been in place for the Council since 2017. During 2020/2021, 51,648 invoices (23%) were paid using the e-invoicing solution.

## Regulated Procurement Activity 2020/2021

Award Date	Supplier	Contract Name	Start Date	End Date	Extension Date	Value
01/04/2020	BANNER GROUP LTD	Direct Award for PPE supplies in response to Covid 19 outbreak	01/04/2020	30/04/2021	30/04/2021	£110,000.00
01/04/2020	Various Suppliers	Provision of Respectful Funeral Package	01/04/2020	31/03/2022	31/03/2024	£4,800,000.00
06/04/2020	ELLIOTT BAXTER & COMPANY LTD	Supply and Delivery of Specialist Digital Paper	06/04/2020	31/08/2023	31/08/2023	£152,599.00
06/04/2020	SCHOLAR	SCHOLAR Forum Subscription renewal	01/04/2020	31/03/2023	31/03/2023	£114,479.00
08/04/2020	BRENNTAG UK LTD	Supply and Delivery Swimming Pool Chemicals	08/04/2020	31/03/2024	31/03/2024	£204,000.00
08/04/2020	HAYDOCK MUSIC LTD	Mini Comp Educational Materials - Lot 7 Musical Instruments	08/04/2020	31/03/2022	31/03/2024	£200,000.00
08/04/2020	STREAMLINE CORPORATE LIMITED	Direct Award for PPE supplies - disposable face shields - in response to Covid 19 outbreak	08/04/2020	30/04/2021	30/10/2021	£150,000.00

09/04/2020	BUNZL GREENHAM	Direct Award for PPE supplies - IIR Fluid resistant surgical face masks - in response to Covid 19 outbreak	09/04/2020	31/03/2021	31/03/2021	£700,000.00
14/04/2020	BRYSON TRACTORS LTD	Direct Award for the Supply and Delivery of Grounds Maintenance Equipment - Lot 9 Tractors	14/04/2020	25/07/2020	25/07/2020	£56,600.00
14/04/2020	HAMILTON BROTHERS ENGINEERING LTD	Mini Competition for the Supply and Delivery of Grounds Maintenance Equipment - Lot 9 Tractors	14/04/2020	15/07/2020	15/07/2020	£90,500.00
16/04/2020	CMT EQUIPMENT LTD	Direct Award for PPE supplies in response to Covid 19 outbreak	16/04/2020	30/04/2021	30/10/2021	£150,000.00
21/04/2020	JOHN MCGEADY LTD	Planer and Paver Hire and Works	01/05/2020	30/04/2022	30/04/2024	£3,780,000.00
28/04/2020	FAST FIXX CATERING ENGINEERS LTD	Repair, Inspection and Maintaining of Catering Machines	01/05/2020	30/04/2022	30/04/2024	£400,000.00

01/05/2020	BRAKES	Direct Award for Supply of Groceries and Provisions under Scotland Excel FW 1219	01/05/2020	30/04/2024	30/04/2024	£7,200,000.00
01/05/2020	TURNER ACCESS LTD	Negotiated Contract for the Hire Erection and Dismantle of Scaffolding	01/05/2020	01/05/2021	01/05/2021	£500,000.00
07/05/2020	BOTTOMLINE TECHNOLOGIES LTD	Payment Processing Software - BACS	01/05/2020	30/04/2022	30/04/2024	£55,000.00
15/05/2020	CALEY CONSTRUCTION LTD	Landscape Development, Play, Recreation and Associated Infrastructure Framework (NEC3 ECSC for Abington Tennis Court)	15/05/2020	31/08/2020	31/08/2020	£51,229.19
15/05/2020	COVANBURN CONTRACTS LTD	Landscape Development, Play, Recreation and Associated Infrastructure Framework (NEC3 ECSC for Abington Play Area)	17/07/2020	31/10/2020	31/10/2020	£139,588.65
15/05/2020	SALVATION ARMY	Outreach Support	01/04/2020	30/03/2021	30/03/2021	£60,000.00

29/05/2020	BURNFIELD BUILDERS & DEMOLISHERS LTD	Demolition of Former Audiology Unit	01/06/2020	01/06/2021	01/06/2021	£50,977.50
01/06/2020	BEMCO LTD	SXL ELECTRICAL MATERIALS BEMCO	01/06/2020	31/12/2020	31/08/2021	£100,000.00
01/06/2020	EDMUNDSON ELECTRICAL LIMITED	SXL ELECTRICAL MATERIALS EDMUNDSON	01/06/2020	31/12/2020	31/08/2021	£50,000.00
01/06/2020	ESRI (UK) LTD	ArcGIS licenses and maintenance	01/06/2019	31/03/2022	31/03/2022	£173,530.41
01/06/2020	JEWSON	SXL BUILD MATERIALS JEWSON BUILDING MATERIALS	01/06/2020	31/12/2020	31/12/2021	£100,000.00
01/06/2020	JEWSON	SXL PLUMBING MATERIALS JEWSON	01/06/2020	31/12/2020	31/12/2021	£100,000.00
01/06/2020	MGM TIMBER (SCOTLAND) LTD	SXL TIMBER MATERIALS NATIONAL TIMBER	01/06/2020	31/12/2020	31/12/2021	£300,000.00
01/06/2020	NATIONAL TIMBER GROUP SCOTLAND LTD	SXL TIMBER MATERIALS NATIONAL TIMBER	01/06/2020	31/12/2020	31/12/2021	£100,000.00
01/06/2020	REXEL UK LTD	SXL ELECTRICAL MATERIALS REXEL	01/06/2020	31/12/2020	31/08/2021	£50,000.00

01/06/2020	WILLIAM WILSON LTD	SXL PLUMBING MATERIALS WILLIAM WILSON	01/06/2020	31/12/2020	31/12/2021	£50,000.00
01/06/2020	WOLSELEY UK	SXL HEATING MATERIALS WOLSELEY	01/06/2020	31/12/2020	31/12/2021	£100,000.00
01/06/2020	Various Suppliers	Passenger Transport Services Framework (various) - Direct Awards	13/08/2020	24/06/2021	24/06/2022	£3,163,663.40
01/06/2020	Various Suppliers	Passenger Transport Services Framework (various) - PTS 001	13/08/2020	24/06/2021	24/06/2022	£1,202,060.08
01/06/2020	Various Suppliers	Passenger Transport Services Framework (various) - PTS 002	13/08/2020	24/06/2021	24/06/2022	£295,569.70
02/06/2020	AXIOS SYSTEMS PLC	Axios Assyst System Service Management Maintenance and Support	01/03/2020	28/02/2023	28/02/2023	£165,021.00
03/06/2020	Who Cares? Scotland	Champions Board Development Worker	01/07/2019	31/06/2021	31/06/2021	£82,000.00
04/06/2020	Christine Clelland Consultant	Care at Home review	01/07/2019	30/09/2020	30/09/2020	£75,250.00
05/06/2020	Wm Morrison Supermarket plc	Provision of Bulk Buying Purchases for Emergency Food Parcels	08/06/2020	03/08/2020	03/08/2020	£60,000.00

11/06/2020	SALVATION ARMY	1st Stop Emergency Accommodation Hamilton service	09/06/2020	08/06/2021	08/06/2021	£500,000.00
15/06/2020	Salvation Army	Homeless Accommodation	31/03/2020	12/01/2021	15/06/2020	£420,000.00
18/06/2020	PAYZONE ATMS LTD	Energy Vouchers	01/07/2020	30/06/2024	30/06/2024	£50,000.00
25/06/2020	JADU CREATIVE LTD	SLC Website Hosting Switchover to the Cloud	26/06/2020	31/05/2024	31/05/2024	£243,580.00
01/07/2020	HUB SOUTH WEST SCOTLAND LTD	Auld Kirk - New Build Housing - Appointment of Hub South West as Development Partner	01/07/2020	01/07/2021	01/07/2021	£7,453,354.93
01/07/2020	Various Suppliers	Education Employability Training DPS	01/06/2020	31/05/2025	31/05/2030	£12,450,000.00
02/07/2020	CONCRETE REPAIRS LTD	East Kilbride Civic Centre Structural Repairs	01/09/2020	07/05/2021	07/05/2021	£464,212.14
03/07/2020	SOUTH LANARKSHIRE COLLEGE	Rural Academy	03/07/2020	31/03/2021	31/03/2021	£186,009.00
07/07/2020	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Fire Damage Works	13/07/2020	02/11/2020	02/11/2020	£51,327.55
08/07/2020	PARKNOW Ltd	Cashless Parking – Direct Award from CCS	01/04/2020	31/03/2022	31/03/2023	Nil – Self Funding

08/07/2020	W I & A Gilbert Ltd	Haughhead Bridge and Redlees Bridge - essential maintenance package– Mini Competition from SLC Structures Framework -	10/08/2020	30/09/2020	30/09/2020	£98,301.58
13/07/2020	Various Suppliers	Care at Home Negotiated Contract Clydesdale and East Kilbride – Contract provision for non-Framework providers	01/07/2020	30/02/2021	30/02/2021	£5,396,544.00
16/07/2020	COVANBURN CONTRACTS LTD	Landscape Development, Play, Recreation and Associated Infrastructure Framework (NEC3 ECSC for Wooddean Play Area)	16/07/2020	31/10/2020	31/10/2020	£222,040.08
16/07/2020	J H Civil Engineering Ltd	EK North Footway Surfacing (Milton Road, Stuart Street & Old Coach Road) – Direct Award from SLC Structures Framework	03/08/2020	11/09/2020	11/09/2020	£66,724.43



17/07/2020	COVANBURN CONTRACTS LTD	Landscape Development, Play, Recreation and Associated Infrastructure Framework (NEC3 ECSC for Carstairs Village Green Play Area)	17/07/2020	31/10/2020	31/10/2020	£95,806.48
27/07/2020	PRIME BUILD SOLUTIONS LTD	Bigger Municipal Hall Roofworks	27/07/2020	27/07/2021	27/07/2021	£79,394.77
31/07/2020	VODAFONE LTD	Supply and Delivery of Mifi Devices and Sims	31/07/2020	31/07/2022	31/07/2022	£169,600.00
04/08/2020	Wernick Buildings	New modular building at Auchingramont Road Audiology Unit	27/08/2020	10/05/2021	10/05/2021	£426,440.00
13/08/2020	SIEMENS PLC	Installation of traffic signal equipment and civils associated with the upgrade at Glasgow Rd / Bertram St	17/08/2020	16/10/2020	16/10/2020	£133,659.42
14/08/2020	Various Suppliers	Repair and Maintenance of VAS Signs	14/08/2020	31/03/2023	31/03/2023	£60,000.00
21/08/2020	INTEGRATED ENVIRONMENTS LIMITED	Tom Craig Snooker Hall Upgrade	21/08/2020	21/08/2021	21/08/2021	£75,603.50

25/08/2020	CALEY CONSTRUCTION LTD	Landscape Development, Play, Recreation and Associated Infrastructure Framework (NEC3 ECSC for Former Landfill Site Milton Works, Carluke)	25/08/2020	30/11/2020	30/11/2020	£207,344.38
27/08/2020	Various Suppliers	Provision of Counselling Services in Schools	27/08/2020	30/06/2021	30/06/2022	£1,638,000.00
01/09/2020	CALEY CONSTRUCTION LTD	Landscape Development, Play, Recreation and Associated Infrastructure Framework (NEC3 ECSC for Springhall Community Garden)	01/09/2020	31/10/2020	31/10/2020	£80,358.62
04/09/2020	ELVEDEN FARMS LTD	Supply and Delivery of Christmas Trees to various locations (Nov 2020)	02/11/2020	01/12/2020	01/12/2020	£56,290.00
11/09/2020	AFFINITI RESPONSE LTD	South Park Nursery Joinerworks	11/09/2020	04/06/2021	04/06/2021	£418,262.00
14/09/2020	DATAVITA LTD	Cloud Migration and Hosting Services	01/10/2020	30/09/2025	30/09/2027	£8,452,277.54

14/09/2020	WATERLOGIC GB LTD	Supply, Delivery, Installation and Maintenance of Water Coolers / Mains Fed Coolers	01/10/2020	30/09/2023	30/09/2023	£249,027.00
15/09/2020	BUILDING MANAGEMENT SOLUTIONS	Maintenance of Building Energy Management Systems (BEMS) Lot 1 and 3	01/09/2020	23/07/2022	23/07/2022	£220,000.00
17/09/2020	CHUBB SYSTEMS LIMITED	Nurse Call Systems Phase 1	21/09/2020	16/11/2020	16/11/2020	£184,882.95
18/09/2020	FIRST STEPS RURAL CONNECTION LTD	ED Employability Training DPS mini competition - GradU8 Clydesdale Construction 2020-21	15/09/2020	02/04/2021	02/04/2021	£70,000.00
21/09/2020	GKL Plumbing & Heating LTD	Emergency Replacement of Heating Boilers at Larkhall Leisure Centre	21/09/2020	30/10/2020	30/10/2020	£68,412.00
22/09/2020	AILSA BUILDING CONTRACTORS LTD	Various Lock Up Sites Refurbishment Works	14/09/2020	31/01/2021	31/01/2021	£58,983.79
25/09/2020	MAXI CONSTRUCTION LTD	Abington School Conversion	01/10/2020	15/04/2021	15/04/2021	£1,437,437.00
29/09/2020	SOFTCAT PLC	Web Security Gateway Licences	01/10/2020	30/09/2021	30/09/2021	£58,239.08

01/10/2020	CCG (SCOTLAND) LTD	Back Up Contractor for The Installation of Domestic Gas Heating Systems 2020- 21	01/10/2020	31/03/2021	31/03/2021	£425,000.00
01/10/2020	FLOGAS BRITAIN LTD	Supply Delivery and Hire of Temporary Heating Appliances	01/10/2020	30/09/2022	30/09/2022	£300,000.00
01/10/2020	HILLHOUSE QUARRY GROUP LTD T/A MACASPHALT	Mini Comp NEC3 Road Contractors Lot 1 - AIP and Minor Works 2020-2021	01/10/2020	31/03/2021	31/03/2021	£252,401.83
02/10/2020	Various Suppliers	Adult Supported Living	02/10/2020	14/09/2035	14/09/2035	£242,837,766.00
05/10/2020	FIRST STEPS FUTURE TRAINING LTD	Ed Employability Training DPS Mini competition - Aspire Construction Tasters 2020 Hamilton - East Kilbride	05/10/2020	31/12/2020	31/12/2020	£75,000.00
05/10/2020	FIRST STEPS RURAL CONNECTION LTD	ED Employability Training M/C - Aspire Construction Tasters Clydesdale 2020	05/10/2020	31/12/2020	31/12/2020	£75,000.00

05/10/2020	FIRST STEPS RURAL CONNECTION LTD	ED Employability training DPS Mini competition - GradU8 Clydesdale Construction Winter Leavers	06/10/2020	17/12/2020	17/12/2020	£70,000.00
05/10/2020	ROUTES TO WORK SOUTH	ED Employability DPS Mini Comp - Aspire Groupwork In- school Clydesdale 2020	05/10/2020	31/12/2020	31/12/2020	£60,000.00
05/10/2020	ROUTES TO WORK SOUTH	ED Employability Training DPS - Aspire Groupwork In- school Hamilton - East Kilbride 2020	05/10/2020	31/12/2020	31/12/2020	£60,000.00
07/10/2020	ENVIRO-CLEAN SCOTLAND LTD	Water Infrastructure Works	12/10/2020	11/10/2021	11/10/2022	£200,000.00
08/10/2020	BARTEC AUTO ID LTD	Waste Management Solution In Cab Devices	26/10/2020	25/10/2025	25/10/2027	£749,700.00
08/10/2020	PORTAKABIN (SCOTLAND) LTD	Shawlands Crescent Modular Accommodation	12/10/2020	14/12/2020	14/12/2020	£136,145.17
15/10/2020	ADL LIFT SERVICES LTD	Cambuslang Gate Lift Replacement	19/10/2020	08/02/2021	08/02/2021	£105,861.03

19/10/2020	CRUDEN BUILDING & RENEWALS LTD	New Build Housing and New Community and Care Facility at Former St Joseph's Primary School, Blantyre	02/11/2020	07/03/2022	07/03/2022	£14,230,946.81
26/10/2020	DOUBLE A TRADING CO LTD	Direct Award under Lot 6 of the Scotland Excel Framework Supply & Delivery of Grounds Maintenance Equipment, Scotland Excel Ref 09/18	26/10/2020	01/06/2021	01/06/2021	£307,450.00
27/10/2020	Various Suppliers	Ground Investigation Framework 2020-2023(24)	01/11/2020	31/10/2023	31/10/2024	£2,000,000.00
01/11/2020	Various Suppliers	Winter Assistance (Farmers) 2020/21 Season	01/12/2021	31/05/2022	31/05/2022	£50,000.00
02/11/2020	COVANBURN CONTRACTS LTD	Mill Road New Build Nursery, Cambuslang - Off Site Groundworks	04/12/2020	31/03/2021	31/03/2021	£162,862.00
02/11/2020	Various Suppliers	Framework for the provision of Passenger Transport Services (ASN) 2020	02/11/2020	31/10/2023	31/10/2024	£24,000,000.00
04/11/2020	PRIME BUILD SOLUTIONS LTD	Langlands Avenue Minor Works	09/11/2020	04/01/2021	04/01/2021	£70,857.00

05/11/2020	Various Suppliers	Care at Home	01/09/2020	30/06/2022	30/06/2022	£500,000.00
05/11/2020	Various Suppliers	Care at Home Negotiated Contract	01/09/2020	30/06/2022	30/06/2022	£500,000.00
06/11/2020	AILSA BUILDING CONTRACTORS LTD	Udston Phase 2 Fabric Repairs	30/11/2020	08/03/2022	08/03/2022	£1,287,446.71
10/11/2020	FOURPLY LTD	Our Lady and St Anne's PS - Alterations	07/12/2020	21/12/2020	21/12/2020	£53,162.62
18/11/2020	Go-Wright LTD	Hamilton Mausoleum Roofing Works	15/03/2021	02/08/2021	02/08/2021	£475,000.00
19/11/2020	AILSA BUILDING CONTRACTORS LTD	Newlands Terrace & Hosier Street Fabric Works	01/12/2020	13/04/2021	13/04/2021	£309,600.77
20/11/2020	AILSA BUILDING CONTRACTORS LTD	Springhall Fabric Repairs Phase 3 & 4	01/12/2020	31/08/2021	31/08/2021	£462,773.76
20/11/2020	AKW MEDI-CARE LTD	Equipment and Adaptations	23/11/2020	23/11/2023	23/11/2024	£1,100,000.00
20/11/2020	GMG CONTRACTORS LTD	Kilncroft Terrace Fabric Works	23/11/2020	17/05/2021	17/05/2021	£353,304.07
24/11/2020	HAMILTON BROTHERS ENGINEERING LTD	Mini competition under Lot: 4 of the Scotland Excel Framework Supply & Delivery of Grounds Maintenance Equipment, Scotland Excel Ref 09/18	24/11/2020	30/04/2021	30/04/2021	£173,562.00

24/11/2020	HAMILTON BROTHERS ENGINEERING LTD	Mini competition under Lot: 9 of the Scotland Excel Framework Supply & Delivery of Grounds Maintenance Equipment, Scotland Excel Ref 09/18	24/11/2020	30/04/2021	30/04/2021	£78,825.00
24/11/2020	NORTH LANARKSHIRE COUNCIL	Lanarkshire Business Gateway Services	01/03/2021	28/02/2023	28/02/2025	£5,600,000.00
03/12/2020	I & H BROWN LTD	Mini Comp - NEC3 Road Contractors Lot 3 - Cambuslang Park and Ride	07/12/2020	25/06/2021	25/06/2021	£1,827,980.27
09/12/2020	I & H BROWN LTD	Mini Comp NEC3 Road Contractors Lot 3 - Ponfeigh Bridge Replacement	15/02/2021	15/10/2021	15/10/2021	£1,710,522.02
11/12/2020	CHANGEWORKS RESOURCES FOR LIFE LTD	Energy Efficient Scotland Support and Advice	04/01/2021	03/01/2023	03/01/2024	£555,000.00
14/12/2020	AILSA BUILDING CONTRACTORS LTD	Strutherhill Fabric Repairs	14/12/2020	05/07/2021	05/07/2021	£155,931.78
14/12/2020	SALUS OCCUPATIONAL HEALTH & SAFETY	Provision of Occupational Health Services	14/12/2020	13/12/2021	13/12/2021	£300,000.00



15/12/2020	JOSEPH LECKIE & SONS CONTRACTS LTD	Waste Management System Upgrade	08/02/2021	10/05/2021	10/05/2021	£258,900.00
16/12/2020	BENTLEY SYSTEMS (UK) LTD	Exor Roads Network Management Support	01/01/2020	31/12/2022	31/12/2022	£347,720.97
16/12/2020	CCG (SCOTLAND) LTD	Drumgray Avenue New Build Housing Uddingston	31/01/2021	05/12/2021	05/12/2021	£3,195,676.73
16/12/2020	COVANBURN CONTRACTS LTD	Mini Comp NEC3 Road Contractors Lot 3 - Lanark Loch Improvement Works	18/01/2021	30/04/2021	30/04/2021	£95,127.70
21/12/2020	LANDSCAPES & CONTRACTS LTD	Strathcona House Sheltered Housing EK Landscaping Works (HOD011079)	01/02/2021	03/05/2021	03/05/2021	£103,896.96
22/12/2020	GRAVITAS	System support	22/12/2020	21/06/2021	21/06/2022	£101,000.00
01/01/2021	GEORGE BOYD	Supply and Delivery of Ironmongery Materials	01/01/2021	31/12/2021	31/12/2021	£300,000.00
01/01/2021	GRAHAM	Supply and Delivery of Plumbing Materials	01/01/2021	31/12/2021	31/12/2021	£900,000.00
15/01/2021	INTELLIGENT HEALTH	Beat the Street	19/01/2021	18/01/2022	18/01/2023	£250,000.00
18/01/2021	ASPECT CONTRACTS LTD	Removal of Asbestos and Remedial Works	20/01/2021	19/01/2022	19/01/2023	£3,000,000.00

19/01/2021	COVANBURN CONTRACTS LTD	Mini Comp NEC3 Road Contractors Lot 1 - Spaces for People - 20mph Schools and Town Centres	08/02/2021	09/04/2021	09/04/2021	£548,062.68
22/01/2021	LORNEBANK CARE CENTRE	Care Home - Block Purchase Agreement - Lornebank Care Centre Home	25/01/2021	31/03/2021	23/06/2021	£191,000.00
25/01/2021	ACTION FOR CHILDREN SERVICES LTD	Action for Children Services Ltd - The Blues Programme	19/10/2020	18/10/2021	18/10/2022	£243,704.00
27/01/2021	CITY GATE CONSTRUCTION (SCOTLAND) LTD	Biggar Golf Club Roof Replacement	01/02/2021	12/04/2021	12/04/2021	£75,805.87
27/01/2021	PORTAKABIN (SCOTLAND) LTD	Provision of Modular Design and Build 2 Classroom Extension Turnkey Facility at St Mary PS Hamilton.	01/02/2021	23/07/2021	23/07/2021	£765,257.42
29/01/2021	Larchwood Care Homes (North) Limited	Kingsgate Care Home - Block Purchase Agreement - Covid 19 requirement	01/02/2021	31/03/2021	23/06/2021	£95,142.00

05/02/2021	CITY GATE CONSTRUCTION (SCOTLAND) LTD	St. Elizabeth's Nursery Phase 2&3 Combined - Mechanical Only	05/02/2021	04/02/2022	04/02/2022	£57,371.70
05/02/2021	JOHN MCGEADY LTD	NEC3 ECSC Hunters Close	01/03/2021	07/05/2021	07/05/2021	£139,142.10
05/02/2021	SACRO	Supervise and manage unpaid work service (Covid 19 response)	08/02/2021	31/03/2021	31/03/2021	£60,000.00
08/02/2021	HAMILTON BROTHERS ENGINEERING LTD	Mini Competition for the Supply and Delivery of Grounds Maintenance Equipment - Lot 4 - Ride on Mowers	08/02/2021	02/08/2021	02/08/2021	£155,804.00
08/02/2021	HILLHOUSE QUARRY GROUP LTD T/A MACASPHALT	Mini Comp Road Contractors Lot 1 - Places for Everyone East Kilbride Cycling Infrastructure Phase 1.2	01/03/2021	11/04/2021	11/04/2021	£280,203.55
09/02/2021	B SQUARED	Tracking and Monitoring ASN Individual Milestones	05/02/2021	04/02/2022	04/02/2025	£100,000.00
10/02/2021	BROXAP LTD	ESPO 615 - School Cycle Shelters 2020- 2021	10/02/2021	30/04/2021	30/04/2021	£60,479.27

11/02/2021	COVANBURN CONTRACTS LTD	Mini Comp Road Contractors Lot 1 - Minor Works 2	15/02/2021	31/03/2021	31/03/2021	£65,997.59
11/02/2021	LIGHTWAYS (CONTRACTORS) LTD	NEC3 Term Service Short Contract for the Installation of Street Lighting Columns, Cables and Associated Equipment	11/02/2021	31/01/2025	31/01/2026	£1,750,000.00
15/02/2021	CRAIGMARLOCH NURSERIES LTD	Bedding Plants	15/02/2021	31/08/2021	31/08/2021	£53,672.00
18/02/2021	TURNING POINT	Out of hours response support	01/03/2021	28/02/2022	28/02/2022	£100,000.00
19/02/2021	AILSA BUILDING CONTRACTORS LTD	External Upgrades to Travelling Persons Sites	30/03/2021	30/05/2021	30/05/2021	£205,553.78
19/02/2021	FIRST STEPS RURAL CONNECTION LTD	Foundation Apprenticeship in Construction Skills Level 5 - Summer 2021	01/03/2021	15/07/2021	15/07/2021	£86,970.00
22/02/2021	Various Suppliers	Care at Home - Negotiated	22/02/2021	30/06/2025	30/06/2025	£1,666,739.00
26/02/2021	ROYAL MAIL GROUP LTD	Supply and Direct Delivery of Postage Stamps	01/03/2021	28/02/2025	28/02/2025	£115,000.00
01/03/2021	COVANBURN CONTRACTS LTD	Mini Comp NEC3 Road Contractors Lot 3 - Cambuslang Main Street & Streetscape	08/03/2021	13/08/2021	13/08/2021	£637,115.06

01/03/2021	VasLan	Youth Guarantee Service	01/03/2021	31/03/2022	31/03/2023	£400,000.00
03/03/2021	GMG CONTRACTORS LTD	Kirkconnel Drive, Rutherglen - External Fabric Upgrade Works	03/03/2021	07/07/2021	07/07/2021	£306,179.88
05/03/2021	AILSA BUILDING CONTRACTORS LTD	Mill Court, Rutherglen - External Fabric Upgrade Works	05/03/2021	04/03/2022	04/03/2022	£1,129,213.25
08/03/2021	MULLER UK & IRELAND GROUP LLP	Direct Award for the Supply and Delivery of Milk	01/03/2021	28/02/2022	28/02/2022	£390,000.00
11/03/2021	IMPERIAL CIVIL ENFORCEMENT SOLUTIONS	Supply and Maintenance of Software and Hardware for Parking System	01/04/2021	31/03/2026	31/03/2028	£278,000.00
12/03/2021	RICARDO-AEA LTD	Air Quality Monitoring Support Services - Scottish Government Air Quality Grant Scheme	01/04/2021	30/06/2022	30/06/2022	£50,000.00
16/03/2021	CCG (SCOTLAND) LTD	Design, Supply, and Installation of Fire Doors & Almada Tower, Hamilton	22/03/2021	16/05/2021	16/05/2021	£258,000.00
16/03/2021	HILLHOUSE QUARRY GROUP LTD T/A MACASPHALT	Mini Comp Road Contractors Lot 1 - Carriageway Overlay - C37 Auchengray	23/03/2020	31/03/2020	31/03/2020	£64,077.50

16/03/2021	JOSEPH LECKIE & SONS CONTRACTS LTD	Hawkwood Terrace Boundary Fencing, Gates and Driveway Gates	01/05/2021	31/07/2021	31/07/2021	£144,220.91
17/03/2021	ALLSTAR BUSINESS SOLUTIONS LTD	Fuel Cards and Associated Services	01/04/2021	31/03/2024	31/03/2024	£3,300,000.00
17/03/2021	SOVEREIGN GROUP LTD	Supply and Delivery of External Door Sets and Windows	22/03/2021	31/03/2022	31/03/2023	£1,600,000.00
23/03/2021	SPIE SCOTSHIELD LTD	Maintenance of Honeywell Gent Alarms	01/04/2021	31/03/2024	31/03/2027	£650,000.00
23/03/2021	TAYLOR AND FRASER LTD	Replacement AHU Switchboards	24/03/2021	30/06/2021	30/06/2021	£70,000.00
26/03/2021	ATKINS LTD	Provision of Consultancy Services - Building Surveyor	01/11/2019	30/06/2021	30/06/2021	£170,000.00
29/03/2021	BCA INSULATION LTD	Completion of HEEPS Phase 7	01/04/2021	30/09/2021	30/09/2021	£635,110.52
31/03/2021	ACOEM UK LTD	Supply, Servicing, Repair and Maintenance of all Air Monitoring Equipment	01/04/2021	31/03/2028	31/03/2031	£350,000.00
31/03/2021	PROFILE SECURITY SERVICES LTD	Provision of Manned Security	01/04/2021	30/09/2021	31/03/2022	£800,000.00

## Procurement Strategy 2020-2023 Strategic Objectives update Plan

Objective	Aim	Outcome	Progress
Compliance	Ensure compliance with Procurement Regulations and the Council's Standing Orders on Contracts	Improve compliance and mitigate risk of contract challenge	Procurement continue to monitor compliance with regulations and Standing Orders on Contracts across the Council, as evidenced by <ul style="list-style-type: none"> <li>Improved approach to identification of non-contract spend</li> <li>Implementation of new contract register database</li> <li>Rollout of training on updated "Standing Orders on Contracts" across all Resources</li> </ul>
Value for Money	To secure Best Value, balancing cost and quality of service and support the Council in achieving budget savings	Improved Value for Money in support of the Council's Financial Strategy	We continue to work with Resources in recognising demand and cost drivers and identifying opportunities for efficiencies, as evidenced by: <ul style="list-style-type: none"> <li>Procurement savings target of £0.100m included in budget strategy for 2021/2022</li> </ul>
Collaboration	Identify and influence collaborative opportunities to work with public partners and drive value through the power of public sector procurement	Improved levels of collaborative activity and delivery of efficiencies	We continue to engage with procurement partners to identify collaborative opportunities and influence development of collaborative working, as evidenced by <ul style="list-style-type: none"> <li>93% participation in Scotland Excel frameworks</li> <li>Increased levels of engagement with Scottish Procurement Alliance, Procurement for Housing, Hub South West, and Crown Commercial Services</li> </ul>
Contract and Supplier Management	Support Resources to take a proactive approach to contract and supplier management to achieve innovation and value in contract delivery	Ensure suppliers meet contractual obligations, drive improvements in supplier performance and achieve efficiency improvements	We can demonstrate an improved approach to contract and supplier management, as evidenced by: <ul style="list-style-type: none"> <li>Development of Electronic contract management (eCM) for pilot contracts, including Early Years and Care at Home suppliers</li> <li>Extensive liaison on contract delivery and supplier relief through Covid-19 pandemic</li> <li>Improved levels of engagement with Social Care providers during Covid-19 pandemic</li> </ul>

Fair Work Practices	Work with suppliers to improve Fair Work Practices, including payment of the Living Wage and compliance with Council Charters	Improved Fair Work Practices and Living Wage for those involved in delivery of Council contracts	We continue to promote Fair Work Practices and payment of the Living Wage, as evidenced by: <ul style="list-style-type: none"> <li>• Annual confirmation of payment of Living Wage in all Social Care contracts</li> <li>• Commencing programme to establish Living Wage status of all contracts in new Contract Register database</li> </ul>
Sustainable and Ethical	Secure wider social, economic and environmental benefits through contracts as set out in the Sustainable Procurement Duty	Meet the Sustainable Procurement Duty	Procurement has completed the first stage of the Scottish Government's Flexible Framework to assess the organisational approach to sustainable procurement. <ul style="list-style-type: none"> <li>• We continue to engage with local suppliers and SMEs to promote contract opportunities and our joint work in this area is continuing with the Supplier Development Programme and Economic Development partners.</li> <li>• Contribution towards development of Community Wealth Building Strategy</li> <li>• Completion of Ethical Procurement training for all members of procurement team.</li> <li>• Working with Police Scotland on Serious and Organised Crime.</li> </ul>
Community Benefits	Ensure Community Benefits are secured and delivered to contribute towards a prosperous, fairer and more sustainable South Lanarkshire	Maximise Community Benefits and contribute to National Outcomes	We continue to work to develop our approach to Community Benefits to drive improvements in this area, as evidenced by the implementation of our new Community Benefits approach.



### Appendix 3

#### Planned Future Regulated Procurements 2021/2022 and 2022/2023

Project	Estimated value (£)	Estimated award date
Salt for Winter Maintenance	£3,780,000	01/04/2021
SLC Wide - Energy Improvement Works	£635,000	01/04/2021
Supply and Delivery of External Doors and Fire Doors	£1,600,000	01/04/2021
Supply of Domestic Furniture and Furnishings	£12,000,000	01/04/2021
Supply and Delivery of Temporary Signage and Accessories	£100,000	22/04/2021
Eastfield Lifestyles 3G Pitch refurbishment	£230,000	23/04/2021
Hunters Close Works	£139,142	30/04/2021
Crawfordyke Primary School (Steel and SFS Floor)	£60,000	01/05/2021
Kirkton Place East Kilbride Fabric Repairs	£550,000	01/05/2021
Mill Court Rutherglen- External Fabric Repairs	£1,200,000	01/05/2021
North Vennell Fabric Works	£50,000	01/05/2021
Robert Smillie Nursery Curtain Walling	£170,000	01/05/2021
Robert Smillie Nursery Timber Kit	£170,000	01/05/2021
St Marks Structural Steel Works	£60,000	01/05/2021
Supply and Delivery of Heating Materials and Boilers	£4,500,000	01/05/2021
Heavy Fleet	£3,000,000	07/05/2021
Light vehicle fleet purchases	£1,000,000	07/05/2021
Plant supply	£310,000	07/05/2021
Fire Suppression Systems Maintenance Commercial and Domestic	£172,000	31/05/2021
Glengowan Primary School Extension	£2,400,000	01/06/2021
Kirkhill Area Fabric Works	£1,200,000	01/06/2021
Heavy vehicle fleet purchases	£850,000	11/06/2021

Back up Contractor for the Installation of Gas Central Heating Systems	£4,200,000	30/06/2021
Calibration of Mechanical and Electrical Testing Equipment	£70,000	30/06/2021
Care at Home Procured Service Arrangement	£1,000,000,000	30/06/2021
Design, Supply & Install Replacement Fire Doors - Almada Tower, Hamilton	£258,000	30/06/2021
Dollan Aqua Centre and Eastfield cafeteria	£300,000	30/06/2021
Duke Street Car Park system	£125,000	30/06/2021
Energy Efficiency works	£555,000	30/06/2021
Fleet Fuel Cards and Associated Services	£330,000	30/06/2021
HAFC North Stand Works	TBC	30/06/2021
Heavy vehicles	£2,000,000	30/06/2021
Inspection and Testing of Lightning and Surge Protection Installations	£194,000	30/06/2021
Installation of Electric Vehicle Charging Points (Fleet)	£245,000	30/06/2021
IT Parking Gateway - Car Park Enforcement	£300,000	30/06/2021
Kitchens & Bathrooms	£2,500,000	30/06/2021
Light and Heavy Vehicle Breakdown Recovery	£1,700,000	30/06/2021
Maintenance of Alarms	£50,000	30/06/2021
Maintenance of Kitchen canopies and associated ductwork	£50,000	30/06/2021
Maintenance of Sprinkler systems	£1,000,000	30/06/2021
Provision of Drain Cleaning Services	£122,700	30/06/2021
Provision of Scientific Services	£350,000	30/06/2021
PVC Products Lot 4 Building Materials	£50,000	30/06/2021
Removal of Asbestos plus Remedial Works	£3,000,000	30/06/2021
Replacement AHU Boards	£110,209	30/06/2021
Servicing and maintenance of closed protocol lift installations	TBC	30/06/2021
Servicing and maintenance of fire intruder and door access systems	TBC	30/06/2021

Servicing and maintenance of Fire, Intruder and Door Access Installations	TBC	30/06/2021
SLLC Fitness Equipment	£160,000	30/06/2021
Supply and Delivery of Industrial Gases Framework	£620,000	30/06/2021
Supply and Delivery of Roads Maintenance Materials - Bollards	£130,000	30/06/2021
Supply and Delivery of Roads Maintenance Materials - Miscellaneous Products	£270,000	30/06/2021
Supply and Delivery of Roads Maintenance Materials Concrete Products	£160,000	30/06/2021
Supply and Delivery of Roads Maintenance Materials Drainage Products	£197,500	30/06/2021
Supply and Delivery of Roads Maintenance Materials Line Marking Material	£80,000	30/06/2021
Supply and Delivery of Roads Maintenance Materials Traffic Management Products	£90,000	30/06/2021
Supply and install floor coverings	£160,000	30/06/2021
Supply of Materials and Equipment for Adaptations	£1,100,000	30/06/2021
Supply of Quality Screened Top Soil	£100,000	30/06/2021
Supply of Sports and Sundry Resale goods	£400,000	30/06/2021
Traffic Signal Equipment Works and Ancillary Support Services	£253,578	30/06/2021
Veritas NetbackUp Support	£80,000	30/06/2021
Coalburn Leisure Centre Play Area	£160,000	01/07/2021
Newton Farm Extension Curtain Walling & Doors	£150,000	01/07/2021
Newton Farm Extension Plumbing & Mechanical	£380,000	01/07/2021
Newton Farm Extension Profile Roof Sheetting	£270,000	01/07/2021
Newton Farm Extension Steel Frame System	£50,000	01/07/2021
Newton Farm Extension Structural Steel Works	£270,000	01/07/2021
SLC Wide - Fixed Electrical Testing Domestic - Fixed Electrical Testing Domestic	£1,200,000	01/07/2021
Supply of Mould Growth Products	£50,000	01/07/2021
East Kilbride - Emergency Lighting - Dunlop, Lister & Fraser River Tower	£455,000	06/07/2021
Schools Library Management System	£75,000	09/07/2021

Educational Services Procured Service Arrangement	£42,141,617	12/07/2021
Employability Training - Groupwork	TBC	16/07/2021
Employability Training - Rural Supported Volunteering	£50,000	16/07/2021
Employability Training - Winter Leavers Construction	£50,000	16/07/2021
Employability Training: Construction Tasters	£108,000	16/07/2021
Employability Training: Mainstream Construction Programme	£50,000	16/07/2021
Alexander Hamilton Memorial Park Bandstand Roof Repair Works	£215,000	21/07/2021
Fernbrae Avenue Ext Fabric and Walkway Repairs	£1,400,000	21/07/2021
Early Learning and Childcare - Phase 4	£143,000,000	31/07/2021
Passenger Transport Services (school transport)	£3,700,000	31/07/2021
Power Wash Facilities	£50,000	31/07/2021
Supply & Delivery of Pool Gases	£260,000	31/07/2021
Supply and Delivery of Ratchet Straps and Slings	£50,000	31/07/2021
Supply and Delivery of Soft Drinks	£120,000	31/07/2021
Eddlewood Deck Access	£600,000	01/08/2021
Installation of Gas Central Heating System Back Up Contractor	£3,200,000	01/08/2021
Lift Maintenance	£1,250,000	01/08/2021
Maintenance Of Cold Water Booster Pumps Pressurisation Units and Heating Pumps	£200,000	01/08/2021
Maintenance Of Portable Fire Fighting Equipment	£440,000	01/08/2021
Scaffolding Contract	£1,500,000	01/08/2021
Asbestos Consultancy Services	£1,400,000	16/08/2021
Design, Supply & Install Replacement Fire Doors	£2,000,000	30/08/2021
Maintenance of Stage Production Systems	£1,200,000	30/08/2021
Vehicle Parts Framework Renewal	£2,500,000	30/08/2021
Weighbridge Replacement System	£50,000	31/08/2021

AV Council Chambers - Supply & Installation of Equipment	£500,000	01/09/2021
The Provision of Secure Cash Collection Services	£100,000	01/09/2021
Blantyre Care Facility - interior supplies	£250,000	30/09/2021
Brandon Gate Groundworks	£60,000	30/09/2021
Calderwood Primary School – Energy Efficiency works	TBC	30/09/2021
Hamilton - Close Painting - Burnbank	£170,000	30/09/2021
High Blantyre Primary School – Energy Efficiency works	TBC	30/09/2021
National Risk Assessment Follow up Training	£50,000	30/09/2021
Camelon Crescent Blantyre Fabric Works	£600,000	01/10/2021
Deer Park Sheltered Housing Lift Upgrade	£100,000	01/10/2021
Glebe Court Sheltered Housing Lift Upgrade	£100,000	01/10/2021
Parker Place Sheltered Housing Lift Upgrade	£100,000	01/10/2021
Supply and Delivery of Air Source Heating Systems	£1,680,000	01/10/2021
Supply and Delivery of Ceramic Tiles	£50,000	01/10/2021
Maintenance of Public Space and Property Based CCTV Systems	TBC	24/10/2021
Glebe Court, Lanark - Replacement of Communal Boiler & Heating Controls	£200,000	31/10/2021
Light Vehicle Purchase	£71,000	31/10/2021
Minor Works Framework	£10,000,000	31/10/2021
Steelwork Framework	£2,000,000	31/10/2021
Tyres	£1,800,000	31/10/2021
Uplift, Disposal (including Recycling) of Tyres	£50,000	31/10/2021
Vehicle and Plant Hire Framework	£3,810,000	31/10/2021
Burnbank & Carluke EWI Upgrade	£2,500,000	01/11/2021
Clyde Bridge Project	£3,800,000	01/11/2021
Jackton Primary - 18 classrooms, associated accommodation and sports pitches	£13,000,000	01/11/2021

Hire and Maintenance of Small Plant	£500,000	15/11/2021
Supply of Ironmongery	£250,000	29/11/2021
Anti Skid Surfacing, Road Markings and Reflective Studs	£750,000	30/11/2021
Day and Crisis Support for Adults with Mental Health Problems	£1,000,000	30/11/2021
Window and Door Replacement	£3,000,000	30/11/2021
Supply of Fixings	£100,000	01/12/2021
Horticulture - Supply and Delivery of plants, shrubs, trees	£220,000	01/12/2021
Supply of Sealants	£100,000	01/12/2021
Lanark Loch works	£100,000	16/12/2021
Aids and Adaptations	£1,000,000	31/12/2021
Early Learning and Childcare - Phase 5	£143,000,000	31/12/2021
Educational Materials	£300,000	31/12/2021
Heavy Plant Purchases	£740,000	31/12/2021
Heavy Vehicles	£13,700,000	31/12/2021
Installation of Telecare Eqpt and Key Safes in Supported Persons' Homes	£1,000,000	31/12/2021
SLC Wide - Disabled Adaptations	TBC	31/12/2021
Theatre Booking and Ticketing System Tender	£900,000	31/12/2021
Council Buildings Waste	£4,400,000	01/01/2022
Supply and Delivery of Electrical Materials	£500,000	01/01/2022
Supply & Support of Commodity Mobile Services	£1,400,000	04/01/2022
Purchase of Vehicle Hoist and Column Lifts and Associated Annual Maintenance	£55,060	16/01/2022
Adult Residential Care Homes	£2,000,000	31/01/2022
Maintenance of air conditioning and air handling units installation	£260,000	31/01/2022
Shredding	£50,000	31/01/2022
Supplier Development Programme Framework	£200,000	31/01/2022

Installation, Repair and Disconnection of Domestic Electrical White Goods.	£50,000	28/02/2022
Milk supply	£390,000	28/02/2022
Supply and Delivery of Building & Timber Materials	£500,000	01/03/2022
Supply and Delivery of Domestic Heating Spares	£500,000	01/03/2022
Supply and Delivery of Plumbing Materials	£500,000	01/03/2022
Supply and Delivery of UPVC Materials	£100,000	01/03/2022
Vehicle Lease, Fleet Management & Flexible Rental Solutions	£1,800,000	17/03/2022
Provision of Mutual Exchange Service	£50,000	18/03/2022
ArcGIS licenses and maintenance	£173,530	31/03/2022
Banking Services	£260,000	31/03/2022
City Deal: Roads Programme and Small scale works (Various)	TBC	31/03/2022
Hamilton - Close Painting - Hillhouse Central	£170,000	31/03/2022
Hamilton - Close Painting - Meikle Earnock	£170,000	31/03/2022
Hosted energy management software	£1,375,000	31/03/2022
Insurance broking services	£1,200,000	31/03/2022
Lanark Road / M74 Larkhall - road remodelling	£1,250,000	31/03/2022
Multiple Lot Advocacy/Information Services	£1,000,000	31/03/2022
Provision Of Manned Security Services	£2,600,000	31/03/2022
Receipt and Processing of Recyclable Waste	£2,000,000	31/03/2022
Receipt and Treatment of Organic Waste	£1,600,000	31/03/2022
Receipt, Treatment and Disposal of Special Waste (Bulky)	£5,790,000	31/03/2022
Registration and Certification costs for Modern Apprentices	£50,000	31/03/2022
Scottish Welfare Fund payment facilities	£900,000	31/03/2022
Secure care	£50,000	31/03/2022
Servicing and maintenance of warden call system	£50,000	31/03/2022

SLLC Retail goods	£216,000	31/03/2022
Supply and Delivery of Coated and Uncoated Roadstone and Ready mix Concrete	£24,000,000	31/03/2022
Supply and Delivery of Grounds Maintenance Materials	£350,000	31/03/2022
Timber Frame Kit	£1,000,000	31/03/2022
Travel Insurance	£50,000	31/03/2022
Treasury Management Consultancy Services	£100,000	31/03/2022
Wellhall / Woodfoot / Hillhouse Rd - road remodelling	£2,000,000	31/03/2022
Alarms for Sheltered Housing	£200,000	31/03/2022
Analogue to Digital ARC & Device replacement	TBC	31/03/2022
Area Cover / Teacher Supply Booking System	TBC	31/03/2022
CCTV Works	£100,000	31/03/2022
Clydesdale - Internal Area Upgrade - Bosfield Place Sheltered Housing Complex	TBC	31/03/2022
Clydesdale - Lock Up Refurbishment	TBC	31/03/2022
East Kilbride - Internal Area Upgrade - Alberta Park Sheltered Housing Complex	TBC	31/03/2022
East Kilbride - Internal Area Upgrade - Strathcona House	TBC	31/03/2022
East Kilbride - Close Refurbishment and Cellar Doors - Calderwood Square	TBC	31/03/2022
East Kilbride - Environmental Improvements - Headhouse Court Sheltered Housing	TBC	31/03/2022
East Kilbride - Lock Up Refurbishment	TBC	31/03/2022
ESRI Annual Maintenance and support for period	£171,000	31/03/2022
Fencing Installation projects	£70,693	31/03/2022
Flexi and Door Entry System Tender	TBC	31/03/2022
Flooring replacement - Various Multi Storey Blocks	TBC	31/03/2022
Hamilton - Environmental Improvements - Parker Place Sheltered Housing Complex	TBC	31/03/2022
Hamilton - External Fabric - Meikle Earnock	TBC	31/03/2022
Hamilton - Lock Up Refurbishment	TBC	31/03/2022



Hamilton & East Kilbride - Masterplan Improvements - Travelling Persons Sites	TBC	31/03/2022
Handrail Works for disabled access	£60,000	31/03/2022
Industrial Supplies including PPE workshop consumables	£70,000	31/03/2022
Kyle Court Fabric Works	£140,000	31/03/2022
Leisure Management System	£200,000	31/03/2022
Lighting & Electrical	£75,000	31/03/2022
NEC3 ECSC Bizzieberry Hill Path Upgrade / Repairs	£50,000	31/03/2022
Social Work Information System	£100,000	31/03/2022
Financial Management System	£10,000,000	31/12/2022
Protective Marketing	TBC	31/03/2022
Rutherglen & Cambuslang - Block Up Lock Ups - Standford Hall	TBC	31/03/2022
Rutherglen & Cambuslang - Lock Up Refurbishment	TBC	31/03/2022
Safety Management Software	£200,000	31/03/2022
Sensory Room supply & install Chatelherault PS	£100,000	31/03/2022
SLC Wide - Area Regeneration including Home Loss	TBC	31/03/2022
SLC Wide - Door Entry Systems/Doors and Screens - Various blocks	TBC	31/03/2022
SLC Wide - Energy Improvement Works	TBC	31/03/2022
SLC Wide - Energy Improvement Works - Loft Insulation/ Cavity Wall Insulation	TBC	31/03/2022
SLC Wide - Fire Detection - Smoke and Heat Alarm Upgrade	TBC	31/03/2022
SLC Wide - Fire Door Replacement - Various Multi Storey Blocks	TBC	31/03/2022
SLC Wide - Water Quality and Boiler Testing - Water Quality and Boiler Testing	TBC	31/03/2022
Small Building Works	£80,000	31/03/2022
Small Electrical Works contracts	£60,000	31/03/2022
Small Tools (Supply and Delivery)	£100,000	31/03/2022
Smart Storage Installation to Calderwood High Rise	£2,000,000	31/03/2022

Street Lighting Materials	£1,666,667	31/03/2022
Supply & Delivery of Library Books / Textbooks / Multimedia supplies for Schools	£750,000	31/03/2022
Supply and Delivery of GSM Units	£126,500	31/03/2022
TextHelp - Read & Write Software / App	£140,000	31/03/2022
Vehicle Restraint Systems	TBC	31/03/2022
Double Glazed Units Supply and Delivery	£750,000	01/04/2022
Microsurfacing Contract	£2,300,000	01/04/2022
Retread Contract 2017	£1,600,000	01/04/2022
Servicing and maintenance of closed protocol Fire, intruder and door access systems	TBC	01/04/2022
Roads Materials Testing	£300,000	08/04/2022
Childrens Residential Care and Education including Short Breaks	£200,000	30/04/2022
Air Quality Monitoring Support Services	£250,000	01/05/2022
Coalburn Leisure Complex Fitness Equipment	£50,000	01/05/2022
Rutherglen Recycling Centre/Civic Amenity Site	£9,600,000	02/05/2022
Supply and Delivery of Cold Permanent Pothole Repair - Viafix	£65,000	30/05/2022
Forth Sports and Community Centre -Fitness Equipment	£50,000	31/05/2022
Supply of Kitchens and Worktops for Routine Maintenance	£1,000,000	31/05/2022
Cycle to Work scheme	£106,902	03/06/2022
Frozen Foods	£6,000,000	30/06/2022
Supply, Delivery, Maintenance and Installation of Fitness Equipment	£50,000	30/06/2022
Maintenance of Building Energy Management Systems	£120,000	23/07/2022
Provision of Events Management Services	£247,000	31/07/2022
Supply and Delivery of Mifi Devices and Sims	£170,000	31/07/2022
Accreditation fees, purchase of workbooks, course fees and certificates	TBC	30/09/2022
Employee Counselling and Cognitive Behavioural Therapy Services	TBC	30/09/2022

Fresh Meats, Cooked Meats and Fresh Fish	£700,000	30/09/2022
Pest Control, Industrial Cleaning and Other Environmental Services	£2,460,000	30/09/2022
Provision and Delivery of Washroom Solutions & Sanitary Products	£1,600,000	30/09/2022
Supply Delivery and Hire of Temporary Heating Appliances	£200,000	30/09/2022
Supply of Temporary Heating Appliances	£200,000	01/10/2022
Water Infrastructure Works	£200,000	11/10/2022
Door Entry system	£200,000	31/10/2022
Employee Travel Services	TBC	31/10/2022
Licensing and Registration Online Booking System	£100,000	31/10/2022
Trade Materials	£500,000	31/10/2022
Gully Waste, Street Sweepings and General Road Construction Materials	£1,800,000	30/11/2022
Road Gully Waste	£18,800,000	30/11/2022
Vehicle Purchase	£7,000,000	01/12/2022
Provision of Occupational Health Services, incl Physio & Counselling	£400,000	13/12/2022
Roads Network Improvements	TBC	31/12/2022
Roads Network Management Support	£200,000	31/12/2022
Supply of Paint and Sundries	£850,000	22/01/2023
Management and Operation of Household Waste Recycling Centres	£7,700,000	03/02/2023
Supply and Delivery of Turf	£100,000	10/02/2023
Assyst System Service Management Maintenance and Support	£165,021	28/02/2023
Janitorial Products	£2,600,000	28/02/2023
Provision of a Physiotherapy Service	£200,000	28/02/2023
Vehicle Body Repairs	£1,800,000	28/02/2023
Northgate Orbis Annual Support, Maintenance and Consultancy	£300,000	31/03/2023
Provision of Water and Waste Services	£8,000,000	31/03/2023

Repair and Maintenance of VAS Signs	£50,000	31/03/2023
Tanker Applied Roads Surface Coatings Contract	£400,000	31/03/2023
Temporary Traffic Management	£2,400,000	31/03/2023

# Report

**17**

Report to: **Finance and Corporate Resources Committee**  
 Date of Meeting: **1 September 2021**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resource Plan -  
Quarter 4 Progress Report 2020/2021**

## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ♦ provide the Resource Plan Quarter 4 Progress Report 2020/2021, for the period 1 April 2020 to 31 March 2021

## **2. Recommendations**

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

- (1) that the Finance and Corporate Resource Plan Quarter 4 Progress Report 2020/2021, summarised at paragraph 4.2. of this report and detailed at Appendix 1, be noted;
- (2) that the key achievements made by the Resource to date, detailed in paragraph 4.3. of this report, be noted; and
- (3) that the additional scrutiny of changes in blue/red/amber/green (BRAG) status between Quarter 2 and Quarter 4 as summarised at paragraph 4.5 and detailed at Appendix 2 of this report, be noted.

## **3. Background**

- 3.1. The Finance and Corporate Resource Plan 2020/2021 was approved by Committee on 19 August 2020 and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2020/2021.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017 to 2022.
- 3.3. As Elected Members are aware, the Council was forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for residents and for staff. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses.

## **4. Quarter 4 Progress Report 2020/2021**

- 4.1. Progress against all 2020/2021 Resource Plan measures is contained in the Quarter 4 Progress Report, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light 'BRAG' (blue/red/amber/green) format with the following definitions to give a status report on each measure:-

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

- 4.2. Measures which are classified as 'red' are considered in detail at section 4.4. of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting.

The overall summary of progress to date is as follows and performance should be considered in the context of the impact of responding to Covid19:

Status	Measures			
	Statistical	Project	Total	%
Blue	N/A	10	10	21%
Green	12	9	21	45%
Amber	2	4	6	13%
Red	0	0	0	0%
Report later/Contextual	8	2	10	21%
<b>Totals</b>	<b>22</b>	<b>25</b>	<b>47</b>	<b>100%</b>

(Data correct as at 24 May 2021)

- 4.3. Key achievements for 2020/2021 are noted below:-

- 4.3.1.

Connect Priority	Promote sustainable and inclusive economic growth and tackle disadvantage
Resource Objective	Achievement
Deliver effective Employability Services to support Economic Recovery	<p>Implemented a pan-Lanarkshire local employability partnership to support the Lanarkshire Labour Market, particularly in light of the impact of Covid19. Designed to support those at risk of losing their job and those made redundant seeking new opportunities.</p> <p>The Council's Modern Apprentice programme has new intakes annually. Programmes last between 2 to 4 years, across a variety of occupational groups – construction, roads, business administration, social care, childcare, IT and Housing. During 2020/2021 the Council recruited 61 new apprentices and gave 6 members of staff the opportunity to upskill in Digital Skills qualifications. Apprentices qualify once all requirements of their qualification are complete – during 2020/2021, 75 apprentices achieved their qualification and were employed by the Council. All apprentices are paid the council Living Wage and recruitment of apprentices is used to support workforce planning.</p>

<b>Connect Priority</b>	<b>Get it right for children and young people</b>
<b>Resource Objective</b>	<b>Achievement</b>
	No Resource Objectives for this Priority

<b>Connect Priority:</b>	<b>Improve health, care and wellbeing</b>
<b>Resource Objective</b>	<b>Achievement</b>
	No Resource Objectives for this Priority

<b>Connect Priority</b>	<b>Ensure communities are safe, strong and sustainable</b>
<b>Resource Objective</b>	<b>Achievement</b>
Facilitate communication and consultation on the council, its policies and its services	Developed a new Covid19 Health and Safety Guidance that permits necessary procedures to be developed across all Resources/Services Facilitated an online meeting of the British Sign Language (BSL) steering group (BSL users and interpreter) – this was the first such event using online technology for members of the BSL community to engage with the Council.
Improve customer experience of council services	Automated fortnightly payments of £30 cash to 10,000 children in receipt of Free School Meals over the school summer break using PayPoint as the fulfilment mechanism. Plus 37,500 text messages issued to remind/inform parents of the Free School Meals financial supports available. 3,500 SMS issued to Taxi/Private Hire drivers to advise of financial support available and application process, which resulted in 1,447 support grant applications for drivers with 1,360 payments made totalling £2,040,000. Implemented 'Myaccount' with the council's on-line payment function to enable customers to access their council tax and rent accounts, check balances and make a payment, all in the one place.

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

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide sound financial stewardship and effective financial strategies	The financial accounts 2020 were finalised in line with the normal timetable, despite the challenges of different working approaches brought about by the pandemic. The audit of the accounts is complete, with a clean audit certificate received in November 2021.

<b>Delivering the Plan and achieving Best Value</b>	
<b>Resource Objective</b>	<b>Achievement</b>
	Throughout this financial year, support and advice has been provided by finance teams managing the impact and recovery from the Covid19 pandemic.
	A detailed review of the Council's Loan Fund has resulted in financial benefit to the council and has been embedded as part of the revenue budget financial strategy
Deliver and communicate the Council Plan and ensure high standards of governance	Resource Planning Guidance was reviewed and a new template developed for the production of Resource Plans for 2020/2021. The new format facilitates communication and scrutiny by focusing on what is most important in achieving the Council's Priorities.
Implement a Digital and ICT Strategy that meets business needs	The Communications team introduced online email communications using a marketing solution to drive postage volumes down which is helping drive digital transformation.
Develop improvement activity and promote scrutiny	Completed review and update of the Council's risk management strategy
Improve the skills, flexibility and capacity of the workforce	The pandemic has necessitated a more flexible approach to managing staff and workloads, where homeworking and a greater reliance on digital solutions has been embraced.
	During the year demand for e-learning soared with employees completing a total of 253,909 e-learning modules. This compares to 83,418 in the previous year.
	Procurement Service has completed the Scottish National Procurement Competency Framework for all officers and assistants and embedded training requirements into appraisals.

#### 4.4. Areas for improvement

There were no measures that have been classified as 'red' (major slippage against timescale or shortfall against target).

#### 4.5. Scrutiny of change in BRAG status

A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed BRAG status from Quarter 2 to Quarter 4. On analysis of the measures falling into this category, many of the narrative updates input into the system clearly explained the reason for the change in status – the results of many of the measures were affected by the Covid19 pandemic. A summary of the measures falling into this category of further scrutiny is included at Appendix 2. It should be noted that the measures with a 'report later' status (4 measures – 19%) will be followed up and reported to Committee in the 2021/2022 Quarter 2 progress report.

### 5. Employee Implications

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



## **6. Financial Implications**

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

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

- 7.1. There are no climate change or environmental implications as a result of this report.
- 7.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

## **8. Other Implications**

- 8.1. The Community Plan 2017 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 8.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.

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

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

**Paul Manning**

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

22 July 2021

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

- ♦ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017/2022

### **Previous References**

- ♦ Finance and Corporate Resources Committee - 7 August 2020 – Quarter 4 progress report 2019/2020
- ♦ Finance and Corporate Resources Committee – 20 January 2020 – Quarter 2 progress report 2020/2021

### **List of Background Papers**

- ♦ Council Plan Connect 2017 to 2022
- ♦ Finance and Corporate Resource Plan 2020/2021

### **Contact for Further Information**

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

Tom Little (Head of Communications and Strategy)

Ext: 4904 (Tel: 01698 454904)

E-mail: [tom.little@southlanarkshire.gov.uk](mailto:tom.little@southlanarkshire.gov.uk)



# Finance and Corporate Resources

# improve

## Resource Plan

**Performance Report 2020-21**  
**Quarter 4 : April 2020 - March 2021**

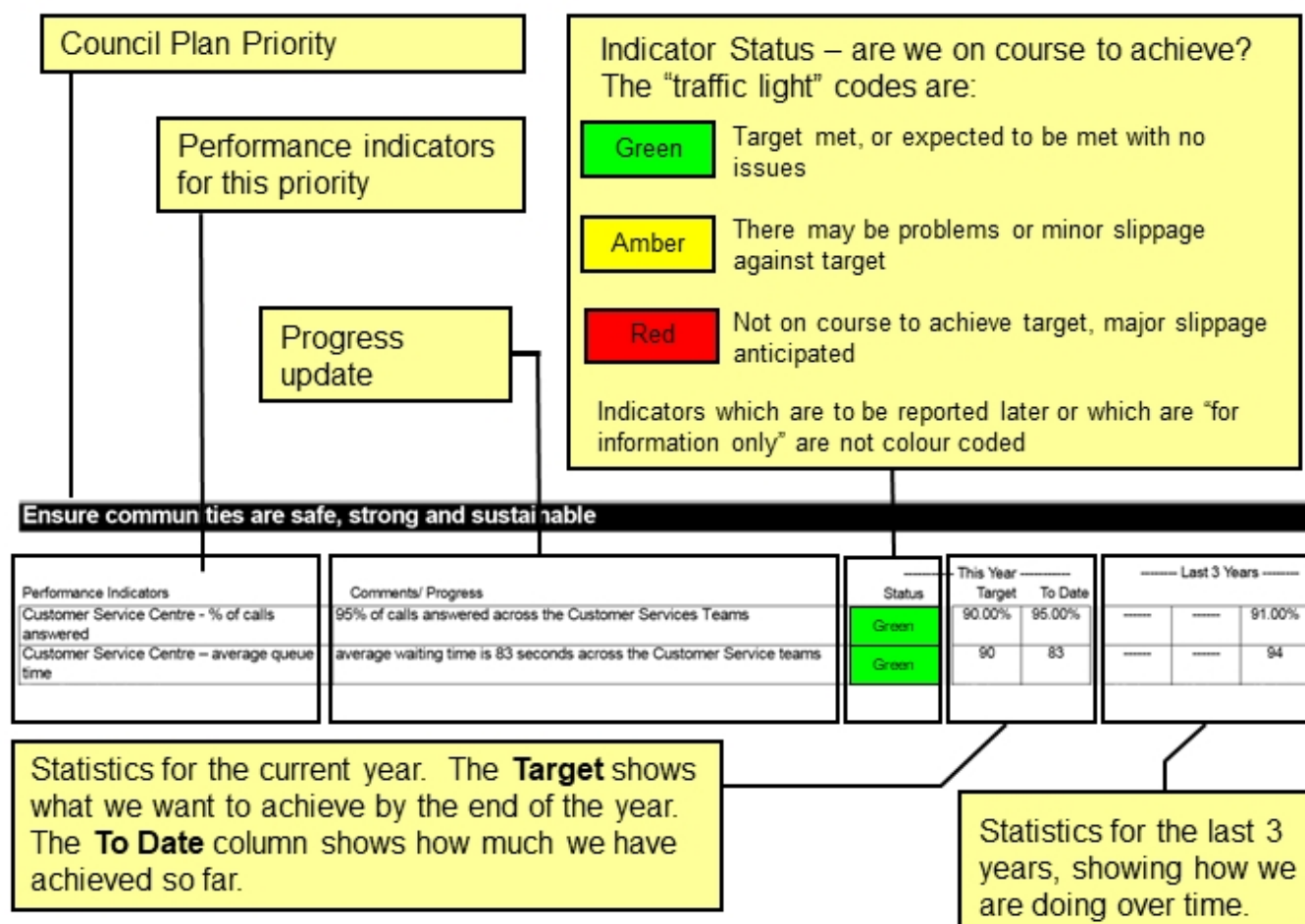
(This represents the cumulative position to March 2021)

Summary - number of measures green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Green	Amber	Red	Report later / Contextual	Total
Promote sustainable and inclusive economic growth and tackle disadvantage				4	4
<i>Get it right for children and young people</i>					
<i>Improve health, care and wellbeing</i>					
Ensure communities are safe, strong and sustainable	4	2			6
Delivering the plan and achieving best value	8			4	12
<b>Total</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>22</b>

## Guide to the Performance Indicators report

Each of the performance indicators is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



**Ensure communities are safe, strong and sustainable****Improve customer experience of council services**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Customer Service Centre - % of calls answered	92% of calls answered across the Customer Service Centre. Target achieved	Green	90.00%	92.00%	-----	-----	91.00%
Customer Service Centre – average queue time	The minor slippage is due to the impact of the health crisis where the Customer Service Centre have experienced increased transaction volumes by telephone, email and online forms as services fully re-mobilise along with a number of long term absences due to Covid-19. The service is currently streamlining recording and back office functions to free up more call handler time to be available during peak periods of demand.	Amber	90	93	-----	-----	94
Benefits administration – average processing times for new Housing Benefit and Council Tax Reduction claims	Actual performance of 13 days for processing new claims achieved against target of 17 days.	Green	17 days	13 days	22 days	16 days	15 days
Housing Benefit and Council Tax Reduction – accuracy of processing	Accuracy performance for 2020-21 is 92.6%, behind target by 0.4%. This minor slippage is partly due to the impact of the health crisis, with the impact of home working potentially having a contributory effect. The availability of equipment improved during 2020-21 and further improvements are expected through the scheduled IT refresh programmes. Additional specific Housing Benefit audits have been programmed during 2021-22 in the areas of higher risk.	Amber	93.0%	92.6%	93.2%	93.7%	94.4%
Scottish Welfare Fund – average processing times for Crisis Grants	2020/21 average processing times for Crisis Grants equal to target.	Green	2 days	2 days	-----	-----	2 days
Scottish Welfare Fund – average processing times for Community Care grants	2020/21 average processing times for Community Care Grants under target by 3 working days.	Green	15 days	12 days	-----	-----	14 days

**Promote sustainable and inclusive economic growth and tackle disadvantage****Deliver effective Employability Services to support Economic Recovery**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Number of unemployed people supported via council-operated employability programmes	This is Q3 figures - Q4 reported once all performance information is finalised	Report Later	1,000	685	-----	2,135	1,322

**Promote sustainable and inclusive economic growth and tackle disadvantage****Deliver effective Employability Services to support Economic Recovery**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Number of unemployed people gaining sustainable employment	This is Q3 figures - Job outcomes affected by Covid - although expected Q4 figures to be on target	Report Later	400	154	-----	863	713
Number of unemployed people accessing further education or training	This is Q3 performance - Q4 will be updated once all information is finalised.  Numbers progressing into further education is affected linked to Covid challenges	Report Later	200 people	23 people	-----	501 people	568 people
% unemployed people assisted into work from council operated/funded employability programmes	To be reported later - once Q4 stats are collated with labour market intelligence.	Report Later	15.1%	-----	18.1%	15.1%	-----

**Delivering the plan and achieving best value****Provide sound financial stewardship and effective financial strategies**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Pay invoices within the target of 28 days	The annual target for payment of invoices within 28 days was 90%, a performance of 90.9% was achieved which is an improvement against 19/20 performance of 89.5%	Green	90.00%	90.90%	95.00%	92.10%	-----
The cost per dwelling of collecting Council Tax		Report Later	£6.50	-----	£7.08	£6.47	-----
Percentage of income due from Council Tax received by the end of the year - in year (incl water)	The annual Council Tax collection target for 2020/2021 was set at 93.7%. A Council Tax collection rate of 94.89% was achieved, ahead of target by 1.19%.	Green	93.70%	94.89%	95.70%	96.20%	95.36%
% of Non Domestic rates income achieved	A NDR collection rate of 96.8% was achieved, ahead of target by 0.8%.	Green	96.0%	96.8%	97.0%	98.1%	98.6%
Sundry Income collection	An annual collection target of 90% was set for Sundry Debt in 2020-21 and a collection rate of 97.8% was achieved.	Green	90.0%	97.8%	98.0%	98.0%	98.0%

**Deliver professional legal services**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Liquor licensing processing target - 95% within service targets	Target has been met	Green	95.0%	100.0%	88.0%	91.0%	99.0%
Registration processing target - 97% within service targets	Target has been met	Green	97.0%	100.0%	99.0%	98.0%	99.0%



**Delivering the plan and achieving best value****Deliver professional legal services**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Citizenship processing target - 97% within service targets	Target has been met	Green	97.0%	100.0%	100.0%	99.0%	100.0%
Complaints processing target - 97% within service targets	Target has been met	Green	97.0%	100.0%	100.0%	100.0%	100.0%

**Promote equality and the well being of staff**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Number of accidents per 1,000 employees (council-wide)	<p>The total incidence rate for Q4 2020-21 is 18.9, this is a decrease compared to the 2019-20 figure of 25.9. The decrease is associated with a reduction in reported incidents across the quarter as Covid-19 restrictions continue to impact operational matters.</p> <p>The total (year to date) incidence rate per 1,000 employees for 2020-21 is 72.2 a decrease compared to 2019-20 (82.9), due to the reduction in work activities resulting from the Covid shut down.</p> <p>The council's new online accident reporting system is employee led and an increase in reporting was expected as it is easier to use than the previous paper based system. The system was introduced across the Council in Q4 2019/20. The expected increase has been tempered by the working arrangements for COVID.</p> <p>The accident incidence rate is used to measure a change in the organisation's own progress. Comparison at national level is not particularly easy as there is no "unitary authority" comparator. This measure can only be used primarily as an indicator of progress and not necessarily as a target, as there can be a large number of external factors that influence overall incident numbers, including severe weather and pandemics.</p> <p>Calculation is (number of incidents for quarter/(average employee numbers for quarter) * 1,000. Incidents are taken to be accidents, incidents, near miss events, physical violence, and verbal violence.</p> <p>Ave number of employees Q4 – 15843, Number of incidents that occurred in Q4 – 300</p>	Contextual	-----	72.2	65.4	58.3	82.9

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

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Sickness absence days per teacher	This is a Local Government Benchmarking Framework (LGBF) indicator: 2020-21 figures will be published in January 2022.	Report Later	-----	7.3	6.0	6.1	6.1
Sickness absence days per employee (non teacher)	This is a Local Government Benchmarking Framework (LGBF) indicator: 2020-21 figures will be published in January 2022.	Report Later	-----	12.8	11.5	11.9	11.9

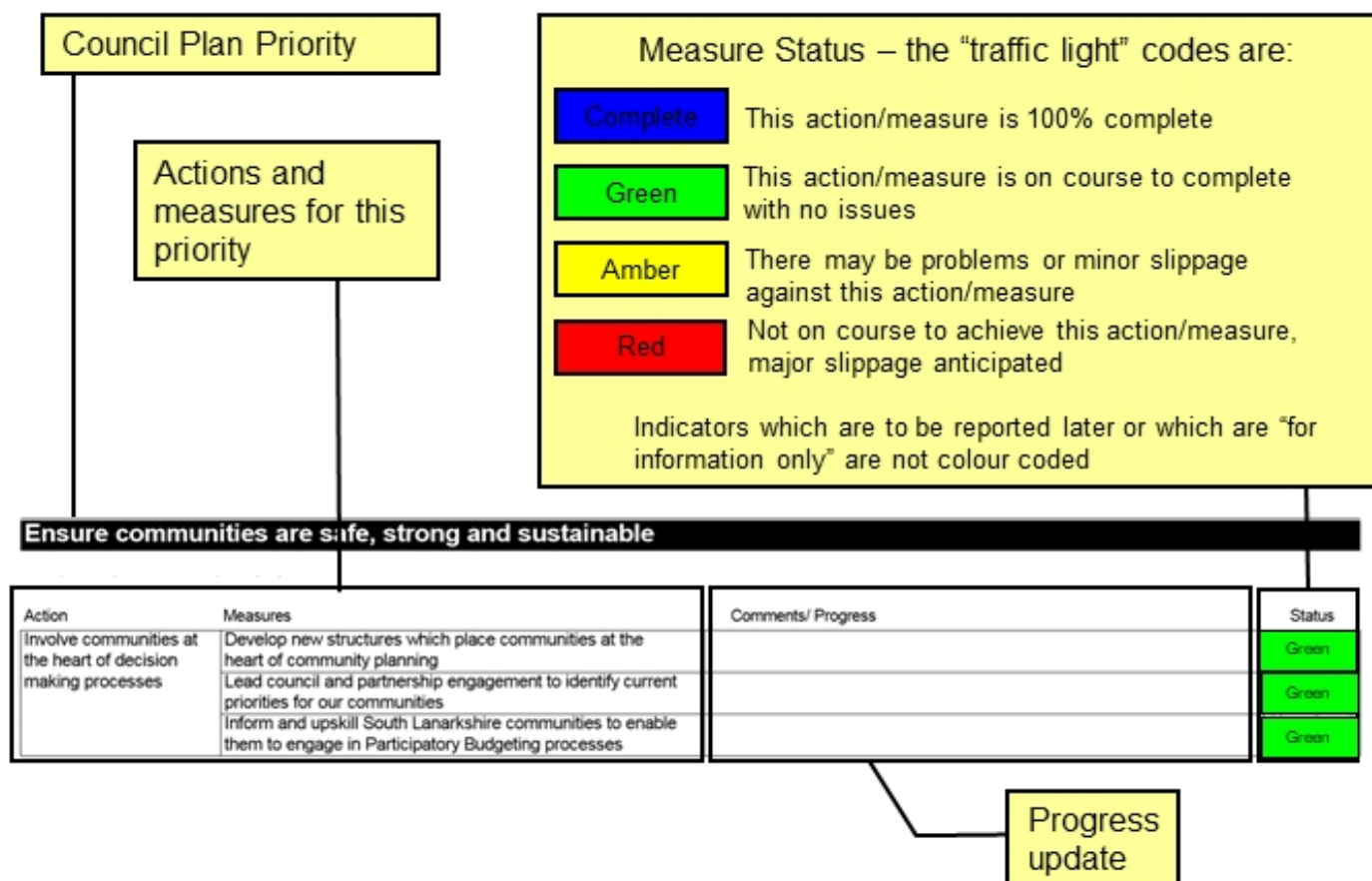


Summary - number of measures complete, green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Complete	Green	Amber	Red	Report later	Total
<b>Promote sustainable and inclusive economic growth and tackle disadvantage</b>		1				1
<i>Get it right for children and young people</i>						
<i>Improve health, care and wellbeing</i>						
<b>Ensure communities are safe, strong and sustainable</b>		5				5
<b>Delivering the plan and achieving best value</b>	10	3	4		2	19
<b>Total</b>	<b>10</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>25</b>

## Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



## Ensure communities are safe, strong and sustainable

### Deepening community engagement

Action	Measures	Comments/ Progress	Status
Involve communities at the heart of decision making processes	Develop new structures which place communities at the heart of community planning	Discussions have been held with representative community groups and lead locality officers from partners within the Cam Glen and Clydesdale localities. Work is under way to produce appropriate structures in each of these areas and the learning from these will be used to roll out similar coproduction processes within the remaining two localities.	Green
	Lead council and partnership engagement to identify current priorities for our communities	Work has continued on neighbourhood and community led planning across the area. Support to the budget consultation process resulted in a 350% increase in participation from community members identifying their priorities re council services. A large scale engagement exercise to gather priorities and produce shared vision and outcomes for the new Council and Community plans is ready to be rolled out in early April.	Green
	Inform and upskill South Lanarkshire communities to enable them to engage in Participatory Budgeting processes	Social media materials and presentations for delivery to groups are available and distribution will now be increased in light of the councils agreement of the forward spend on mainstream PB.	Green

### Improve customer experience of council services

Action	Measures	Comments/ Progress	Status
Deliver more convenient and accessible forms of customer contact	Develop online forms to replace all existing Benefits, Council Tax and NDR PDF forms	Good progress has been achieved with the first batch of NDR forms now approved for go live (11 PDFs to online forms)	Green
	Increase the use of digital contact methods available to customers	High volumes of SMS (60,000) have been issued within the period to communicate with customers re SG financial support initiatives	Green

**Promote sustainable and inclusive economic growth and tackle disadvantage****Deliver effective Employability Services to support Economic Recovery**

Action	Measures	Comments/ Progress	Status
Deliver effective Employability Services to support Economic Recovery	Adjust the current suite of employability programmes to operate in a Covid safe way and match the changed service need	A new digital approach to delivering employability as a result of COVID-19 challenges has led to the development of new digital employability delivery modules and the use of MS Teams to engage with participants and employers using the functions of on-line group activity and one-to-one support.	Green

**Delivering the plan and achieving best value****Support the Corporate Covid-19 recovery**

Action	Measures	Comments/ Progress	Status
Support the Corporate Covid-19 recovery	Monitor and report periodically on the costs and financial plan around Covid costs and recovery – every 4 weeks	The costs and financial plans for COVID are reported to the Executive Committee every 4 weeks.  The latest position reported to the Executive Committee (10 March 2021) showed a cost to the Council of £1.902m for 2020/2021.	Green
	Revised Capital programme for 20/21 to be advised to members – August 2020	A revised Capital Programme for 2020/2021 was approved by Executive Committee on 23 September 2020.	Complete

**Provide sound financial stewardship and effective financial strategies**

Action	Measures	Comments/ Progress	Status
Lead financial planning and reporting for the council	Financial Strategy to be agreed by June 2020	The Council's Financial Strategy for 2021/2022 was approved by Executive Committee on 24 June 2020. An update was provided to a members' seminar in November 2020, and members were further updated in January 2021 and then the budget finalised in February 2021.	Complete
	Budget proposals to be considered by members by November 2020	Budget proposals were presented to a members' seminar in November 2020, and then again in January 2021 with a budget finalised in February 2021.	Complete
	Budget agreed by March 2021	The Budget was approved by Council in February 2021.	Complete

**Delivering the plan and achieving best value****Provide sound financial stewardship and effective financial strategies**

Action	Measures	Comments/ Progress	Status
	Capital programme for 2021/22 to be agreed by March 2021	The capital programme for 2021/2022 was agreed by members in November 2020. This will be updated following the year-end position and any carry-forward reported to members in June 2021.	Complete

**Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures	Comments/ Progress	Status
Lead on the renewal of strategic planning, including the development of Resource Plans and work to further align the Council Plan with the Community Plan	Revised guidance and template for Resource Plans to be produced by July 2020	New Guidance and a Resource Plan template for 2020-21 Plans was issued in July 2020.	Complete
	Suite of Resource Plans in the new format to be developed and presented to Elected Members by autumn 2020	All Resource Plans have been developed according to the new Guidance and Resource Plan template. The Plans were presented to Resource Committees in August and September 2020.	Complete
	Report on process and timetable for alignment of Council Plan and Community Plan to be presented to Elected Members by March 2021	To better engage with Elected Members on the timescales and process for the review of the Council Plan and Community Plan, a Members' seminar is planned for June 2021.	Amber

**Embed Equalities and Workforce Planning in Recovery Process**

Action	Measures	Comments/ Progress	Status
	EQIA reported to Recovery Board and updates delivered quarterly	The recovery board last met in October 2020, no reports have been submitted since then.	Report Later
Ensure EQIA Measures and Workforce Planning considerations are included within Service Recovery plans	EQIA and WP sections complete within Service Recovery plans	No Equality impact assessments have been input to the database relating to service recovery plans.	Report Later

**Delivering the plan and achieving best value****Embed Equalities and Workforce Planning in Recovery Process**

Action	Measures	Comments/ Progress	Status
Adjust the Council Workforce Plan to match the changed environment	Workforce Plans reconfigured and reported to committees	<p>Workforce planning over the last year has had to adjust in the response to the covid pandemic. A paper was taken to the recovery board detailing the resource plan and response during this last year.</p> <p>An interim workforce plan for the Health and Social Care Partnership was completed by the end of April 2021</p>	Green

**Implement a Digital and ICT Strategy that meets business needs**

Action	Measures	Comments/ Progress	Status
Take forward IT strategic developments	Acceleration of agile working across SLC staff via rollout of Windows 10 laptops, Office 365 and Cisco softphones	Additional laptops procured as part of scheduled refresh and issued out to high priority services/customers. Soft phones rolled out to enable set up of virtual call centres. Office 365 licences procured for all users.	Complete
	Digital Inclusion initiatives to support most deprived citizens to access benefits of being online	Digital Inclusion Strategy approved by Committee, including action plan for 2020/21	Complete
	Creation of new Digital Strategy to cover 2020-2023	Started with initial meetings with key stakeholders. Consultations across the Council and with citizens will take place over the next quarter.	Green
	Workforce development actions to upskill IT staff in new technologies	Training requirements identified at individual and service level.	Complete
	Digital transformation of customer facing services, including vanguard projects on data integration, business intelligence and artificial intelligence.	<p>This project is related to the customer services review, which was delayed by COVID-19.</p> <p>The Customer Services Review is now expected to commence June 2021. Opportunities for investment in digital projects will be identified as part of this review and, depending upon approval routes and procurement options, it may be possible to deliver on some of this in 2021-22.</p>	Amber

**Delivering the plan and achieving best value****Develop a programme of Service Reviews supporting Service Recovery**

Action	Measures	Comments/ Progress	Status
Adjust the Service Review guidance taking account of the Recovery Plan and changed environment	Service Review Guidance updated to reflect changes by October 2020	The CMT has recently agreed a series of Transformational Projects which will replace Service Reviews. The Terms of Reference for these projects have been drafted and proposed membership of the groups identified. These project will run until the end of 2021 and during that period assessment of the guidance to support these Transformational Projects will take place.	Amber
	Gain approval for a programme of Service Reviews by December 2020	The CMT has recently agreed a series of Transformational Projects which will replace Service Reviews. The Terms of Reference for these projects have been drafted and proposed membership of the groups identified. These project will run until the end of 2021 and during that period assessment of the guidance to support these Transformational Projects will take place.	Amber

## FCR Quarter 2 to Quarter 4 2020-21 - scrutiny of change in status

Measure	Q2 Status	Q4 Status	Q4 Comments
Inform and upskill South Lanarkshire communities to enable them to engage in Participatory Budgeting processes	Amber	Green	Social media materials and presentations for delivery to groups are available and distribution will now be increased in light of the council's agreement of the forward spend on mainstream Participatory Budgeting.
Customer Service Centre – average queue time	Green	Amber	The minor slippage is due to the impact of the health crisis where the Customer Service Centre have experienced increased transaction volumes by telephone, email and online forms as services fully re-mobilise along with a number of long-term absences due to Covid19. The service is currently streamlining recording and back office functions to free up more call handler time to be available during peak periods of demand.
Housing Benefit and Council Tax Reduction – accuracy of processing	Green	Amber	Accuracy performance for 2020-21 is 92.6%, behind target by 0.4%. This minor slippage is partly due to the impact of the Covid19 health crisis and the impact of home working. For example, many staff have been required to use lower spec equipment when compared to that used in the office and in many instances, staff have moved from having two PC monitors to a small tablet device.
Number of unemployed people supported via council-operated employability programmes	Green	Report later	Q4 will be reported once all performance information is finalised
Number of unemployed people gaining sustainable employment	Green	Report later	Q4 will be reported once all performance information is finalised
Number of unemployed people accessing further education or training	Green	Report later	Q4 will be reported once all performance information is finalised
Adjust the current suite of employability programmes to operate in a Covid safe way and match the changed service need	Report later	Green	A new digital approach to delivering employability as a result of Covid19 challenges has led to the development of new digital employability delivery modules and the use of MS Teams to engage with participants and employers using the functions of on-line group activity and one-to-one support.

17

Measure	Q2 Status	Q4 Status	Q4 Comments
Pay invoices within the target of 28 days	Amber	Green	The annual target for payment of invoices within 28 days was 90%, a performance of 90.9% was achieved. This is also an improvement against 2019-20 result of 89.5%
Budget proposals to be considered by members by November 2020	Report later	Complete	Budget proposals were presented to a members' seminar in November 2020, and then again in January 2021 with a budget finalised in February 2021.
Budget agreed by March 2021	Report later	Complete	The Budget was approved by the council in February 2021.
Capital programme for 2021-22 to be agreed by March 2021	Report later	Complete	The capital programme for 2021-22 was agreed by members in November 2020. This will be updated following the year-end position and any carry-forward reported to members in June 2021.
Report on process and timetable for alignment of Council Plan and Community Plan to be presented to Elected Members by March 2021	Green	Amber	To better engage with Elected Members on the timescales and process for the review of the Council Plan and Community Plan, a Members' seminar is planned for June 2021.
EQIA reported to Recovery Board and updates delivered quarterly	Green	Report later	The recovery board last met in October 2020. No reports have been submitted since then.
Workforce Plans reconfigured and reported to committees	Report later	Green	Workforce planning over the last year has had to adjust in the response to the Covid19 pandemic. A paper was taken to the recovery board detailing the resource plan and response during this last year. An interim workforce plan for the Health and Social Care Partnership was completed by the end of April 2021.
Acceleration of agile working across SLC staff via rollout of Windows 10 laptops, Office 365 and Cisco softphones	Green	Complete	Additional laptops procured as part of scheduled refresh and issued out to high priority services/customers. Soft phones rolled out to enable set up of virtual call centres. Office 365 licences procured for all users.
Digital Inclusion initiatives to support most deprived citizens to access benefits of being online	Green	Complete	Digital Inclusion Strategy approved by Committee, including action plan for 2020-21
Creation of new Digital Strategy to cover 2020-2023	Report later	Green	Initial meetings with key stakeholders started and consultations across the council and with citizens will take place over the next quarter



Measure	Q2 Status	Q4 Status	Q4 Comments
Workforce development actions to upskill IT staff in new technologies	Green	Complete	Training requirements identified at individual and service level.
Digital transformation of customer facing services, including vanguard projects on data integration, business intelligence and artificial intelligence.	Report later	Amber	This project is related to the customer services review, which was delayed by Covid19. The Customer Services Review is now expected to commence June 2021. Opportunities for investment in digital projects will be identified as part of this review and, depending upon approval routes and procurement options, it may be possible to deliver on some of this in 2021-22.
Service Review Guidance updated to reflect changes by October 2020	Report later	Amber	The timescales for this will be adjusted as due to the revised Covid19 restrictions put in place in December 2020. Once the council moves into recovery phase as restrictions are eased revised timescales will be agreed.
Gain approval for a programme of Service Reviews by December 2020	Report later	Amber	The timescales for this will be adjusted as due to the revised Covid19 restrictions put in place in December 2020. Once the council moves into recovery phase as restrictions are eased revised timescales will be agreed.



# Report

18

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>1 September 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Safety at Sports Grounds – Issue of Special Safety Certificate – Foys Stadium</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise on the action taken, in terms of Standing Order No 36(c) because of the timescales involved, by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to issue a Special Safety Certificate for the West Stand, Hamilton Academical Football Club (HAFC) Stadium Limited, Foys Stadium, Cadzow Avenue, Hamilton for the purpose of holding a boxing event on 31 July 2021

## 2. Recommendation(s)

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

- (1) that the action taken, in terms of Standing Order No 36(c) by the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, to approve the issue of a Special Safety Certificate for the West Stand, HAFC Stadium Limited, Foys Stadium, Cadzow Avenue, Hamilton for the purpose of holding a boxing event on 31 July 2021, subject to the completion of a satisfactory site inspection, be noted.

## 3. Background

- 3.1. In terms of the Fire Safety and Safety of Places of Sport Act 1987, a General Safety Certificate is required for a stand at a sports ground which can accommodate at least 500 spectators under cover to view the activities at the ground. A stand which falls within this classification is referred to as a “regulated stand”.
- 3.2. The Foys Stadium had previously been identified as a sports ground with regulated stands and the current General Safety Certificates for the North and West Stands came into force on 11 July 2019. The General Safety Certificates listed primary and ancillary activities to which spectators could be admitted, however, other events required the issue of a Special Safety Certificate.

## 4. Application for Special Safety Certificate

- 4.1. An application for a Special Safety Certificate had been received from Hamilton Academical Football Club to hold a boxing event on 31 July 2021.

4.2. The maximum number of persons to be admitted to the West Stand was specified in the Special Safety Certificate as follows:-

- ◆ West Stand – 1,400 persons (1,110 in seating deck area and 290 in hospitality suites)

The North and East Stands were not used for the purposes of this event and this was also reflected in the Special Safety Certificate.

4.3. No modifications had been made to the West Stand for the purposes of the boxing event. A number of adaptations were made to the sports ground, including the erection of the boxing ring, associated scaffolding and roof structure, and these were detailed in the Special Safety Certificate. The appropriate technical information relating to the temporary structures had been submitted to the Council for consideration.

4.4. As the Special Safety Certificate was required to be issued prior to the event, the Executive Director (Finance and Corporate Resources), in consultation with the Chair and an ex officio member, approved the issue of the Special Safety Certificate for the West Stand, HAFC Stadium Limited, Foys Stadium, Cadzow Avenue, Hamilton for the purpose of holding a boxing event on 31 July 2021, subject to the completion of a satisfactory site inspection.

4.5. A site inspection, attended by representatives of the South Lanarkshire Sports Grounds Safety Advisory Group, had subsequently taken place on 31 July 2021 to ensure that:-

- ◆ the organisers had completed the pre-event and event day checklists
- ◆ the site had been set up as per the event plan and appropriate COVID compliance measures were in place
- ◆ all temporary structures had been erected to the satisfaction of Planning and Economic Development Services

4.6. The representatives present at the site inspection had been satisfied with the event arrangements and the Special Safety Certificate had been issued prior to the admission of spectators.

## **5. Employee Implications**

5.1. None.

## **6. Financial Implications**

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

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

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

## **8. Other Implications**

- 8.1. There is a risk to the Council as the body responsible for administering safety certificates for sports grounds that any incident involving public safety where proper guidelines have not been followed could damage the Council's reputation. This risk is mitigated by the requirements and conditions contained within the General Safety Certificates on ground management to implement measures within the Guide to Safety at Sports Grounds (sixth edition) to ensure the reasonable safety of spectators. The requirements of the General Safety Certificate for the West Stand also applied to this boxing event.
- 8.2. Annual inspection and annual match day inspections are carried out at the Foy's Stadium which include checks of safety procedures, physical inspections of the Stands and checks of inspection and test certificates of various installations and equipment.
- 8.3. In addition, relevant risk assessments specific to the boxing event, including the identification of foreseeable hazards, evaluation of the risks associated with them, and mitigating measures to reduce the risks to an appropriate level, were undertaken and used to help develop the Event Plan, a copy of which was required to be kept with the Special Safety Certificate.
- 8.4. As detailed at paragraphs 4.5 and 4.6, a site inspection was also undertaken prior to the event.

## **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 has taken place with sports ground management at Hamilton Academical Football Club and the South Lanarkshire Sports Grounds Safety Advisory Group which comprises of representatives of the following:-
  - ◆ relevant services within South Lanarkshire Council
  - ◆ NHS Lanarkshire
  - ◆ Police Scotland
  - ◆ Scottish Ambulance Service
  - ◆ Scottish Fire and Rescue Service
- 9.3. Representatives of the following also attended the meeting of the Safety Advisory Group at which the arrangements for the boxing event were considered:-
  - ◆ Kynoch Boxing Promotions
  - ◆ Security Scotland

**Paul Manning**

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

3 August 2021

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

- ◆ Make communities safer, stronger and sustainable

### **Previous References**

- ◆ Finance and Corporate Resources Committee – 7 August 2019

### **List of Background Papers**

- ◆ General Safety Certificate for a Regulated Stand – West Stand, Foys Stadium, Cadzow Avenue, Hamilton
- ◆ Special Safety Certificate for the purpose of holding a boxing event at the Foys Stadium, Cadzow Avenue, Hamilton on 31 July 2021

### **Contact for Further Information**

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

Stuart McLeod, Administration Officer

Ext: 4815 (Tel: 01698 454815)

E-mail: [stuart.mcleod@southlanarkshire.gov.uk](mailto:stuart.mcleod@southlanarkshire.gov.uk)