



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 16 June 2020

Dear Councillor

Executive Committee

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

Date: Wednesday, 24 June 2020
Time: 10:00
Venue: By Microsoft Teams,

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

Yours sincerely

Cleland Sneddon
Chief Executive

Members

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

Substitutes

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

BUSINESS

- 1 **Declaration of Interests**
- 2 **Previous Meeting** 5 - 8
 Note of Delegated Decisions taken by the Chief Executive, in consultation with Group Leaders, on items of business relating to the Executive Committee on 13 May 2020, submitted for information.

Monitoring Item(s)

- 3 **Revenue Budget Monitoring Final Outturn and Annual Report and Accounts - 2019/2020** 9 - 34
 Report dated 3 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Capital Budget Monitoring Final Outturn – 2019/2020** 35 - 42
 Report dated 3 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Revenue Budget Monitoring for Period 2 - 1 April to 22 May 2020** 43 - 56
 Report dated 3 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 **Capital Programme 2020/2021 Update** 57 - 64
 Report dated 5 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Additional Funding from Scottish Government and Other External Sources** 65 - 68
 Report dated 29 May 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 8 **Employee Workforce Monitoring Information April 2019 to March 2020 Yearly Summary** 69 - 94
 Report dated 25 May 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Decision

- 9 **Outcome of Mid-Term Review of Connect** 95 - 136
 Report dated 21 February 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 10 **Land and Property Transfers and Disposals** 137 - 140
 Report dated 4 June 2020 by the Executive Director (Housing and Technical Resources). (Copy attached)
- 11 **Recommendations Referred from Resource Committees** 141 - 146
 Report dated 7 April 2020 by the Chief Executive. (Copy attached)
- 12 **2021/2022 Revenue Budget Strategy and Savings Requirement** 147 - 174
 Report dated 8 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 13 **COVID-19 - Recovery Planning** 175 - 236
 Report dated 11 June 2020 by the Executive Director (Housing and Technical Resources). (Copy attached)

- 14 Participatory Budgeting** 237 - 244
Report dated 29 May 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 15 Renewable Energy and Community Benefit Funds - COVID-19 Update and Review** 245 - 252
Report dated 9 June 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 16 Family Leave for Elected Members - Councillor Hamilton** 253 - 254
Report dated 11 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Noting

- 17 Council Plan Connect 2017 to 2022 - Quarter 4 Progress Report 2019/2020** 255 - 322
Report dated 29 May 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Urgent Business

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

For further information, please contact:-

Clerk Name: Susan Somerville

Clerk Telephone: 07557323097

Clerk Email: susan.somerville@southlanarkshire.gov.uk

Executive Committee Agenda of 13 May 2020 - Delegated Decisions taken by the Chief Executive, in consultation with Group Leaders

1 Declaration of Interests

No interests were declared.

2 Previous Meeting

Decided: that the delegated decisions taken by the Chief Executive, in consultation with Group Leaders, in relation to the previous agenda of 25 March 2020, be noted as a correct record.

3 Revenue Budget Monitoring for Period 12 – 1 April 2019 to 28 February 2020 and Probable Outturn

Decided:

- (1) that, following a probable outturn exercise, taking into account the additional Council Tax and loss of income by South Lanarkshire Leisure and Culture, the forecast to 31 March 2020 for the General Fund Revenue Account, after transfers to Reserves, of an underspend of £2.668 million, as detailed in Appendix 1 to the report, be noted;
- (2) that the underspend of £2.736 million on the General Fund Revenue Account, after transfers to reserves, at 28 February 2020, as detailed in Appendix 1 to the report, be noted;
- (3) that the breakeven position on the Housing Revenue Account at 28 February 2020, as detailed in Appendix 3 to the report, and the forecast to 31 March 2020 of breakeven, be noted;
- (4) that the COVID-19 update, detailing the additional costs of £1.193 million incurred to 3 April 2020 only, be noted; and
- (5) that the ongoing dialogue between the Scottish Government and COSLA regarding funding of those additional costs be noted.

[Reference: Note of 25 March 2020 (Paragraph 4)]

4 Capital Budget Monitoring for Period 12 – 1 April 2019 to 28 February 2020

Decided:

- (1) that the position of the various capital programmes for 2019/2020, as detailed in the report, be noted; and

- (2) that the projected outturn position of £64.6 million be noted.

[Reference: Note of 25 March 2020 (Paragraph 3)]

5 Additional Funding from the Scottish Government and Other External Sources

Decided: that the additional revenue funding of £43.264 million and additional capital funding of £0.133 million, as detailed in Appendix 1 to the report, be noted.

[Reference: Minutes of 26 February 2020 (Paragraph 5)]

6 Procurement Strategy 2020 to 2023

Decided:

- (1) that the Procurement Strategy for 2020 to 2023, attached as an appendix to the report, be approved; and
- (2) that the issue of local procurement to remain a significant priority as the strategy is implemented.

7 Participatory Budgeting

Decided: that consideration of proposals for Participatory Budgeting be deferred until a later date.

8 Employability Services 2020

Decided: that the proposals for future employability services, taking into account changes at a national and local level due to the impact of the COVID-19 pandemic, and as detailed in Section 6 of the report, be approved.

9 The South Lanarkshire Development Plan Scheme 2020

Decided:

- (1) that the South Lanarkshire Development Plan Scheme 2020, attached as Appendix 1 to the report, be approved and published to the Council's website; and
- (2) that, once approved, the South Lanarkshire Council Development Plan Scheme 2020 be submitted to the Scottish Government.

10 Strategic Environmental Assessment Progress Report

Decided:

- (1) that the statutory requirement for Strategic Environmental Assessments to inform the development of Council led policies, plans, programmes and strategies be noted; and
- (2) that the progress in conducting Strategic Environmental Assessments within the Council be noted.

[Reference: Minutes of 29 May 2019 (Paragraph 10)]

11 Renewable Energy and Community Benefit Funds – COVID-19

Decided: that the decision taken by the Chief Executive under delegated authority, in consultation with Group Leaders, to make changes to the administration of the Renewable Energy Fund and Clyde Windfarm Fund, as set out in the report, be homologated.

12 Police Scotland Local Police Plan 2020 to 2023

Decided: that the decision taken by the Chief Executive under delegated authority, in consultation with Group Leaders, to approve the Lanarkshire Local Police Plan 2020 to 2023, attached as Appendix 1 to the report, be homologated.

[Reference: Note of 25 March 2020 (Paragraph 5)]

13 Delegated Powers to the Chief Executive Dealt with in Terms of Standing Order No 36(c)

Decided:

- (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 delegated powers to the Chief Executive to deal with urgent matters relating to periods of national emergency being declared by the Government or other emergency situations involving the closure of public buildings and cancellation of meetings and, during those periods, authorise the Chief Executive, in consultation with Group Leaders (or their representatives), to deal with any issues that would normally be subject to committee approval, be noted; and
- (2) that it be noted that a report on any issues dealt with during such a period would be submitted to committee for noting at the earliest opportunity.

14 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Revenue Budget Monitoring Final Outturn and Annual Report and Accounts - 2019/2020
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise the Committee on the year-end position for the General Fund and the revenue budget performance of each Resource,
- ◆ advise on the year-end position of the Housing Revenue Account (HRA),
- ◆ provide a reconciliation of the outturn position in the Annual Accounts (Expenditure and Funding Analysis Statement) to the revenue budget performance for the year 2019/2020,
- ◆ provide details of the full unaudited South Lanarkshire Council Accounts 2019/2020 and Charitable Accounts 2019/2020 for consideration, and
- ◆ provide the publication details for the unaudited Annual Accounts.

2. Recommendation(s)

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

- (1) that the final underspend position of £3.021 million, on the General Fund, after transfers to reserves (Section 6 and summarised in Appendix 1), be noted;
- (2) that the increase of £0.745 million on the transfers previously approved at Probable Outturn, to reflect the final outturn position on these items (section 7.2), be approved;
- (3) that the proposed additional transfers to reserves by Resources and Corporate Items totalling £2.161 million (Sections 7.3 and 7.10.3), be approved;
- (4) that the additional allocation of £0.365 million of funding to SLLC to cover their in-year loss of income due to COVID-19 (section 7.6), be approved;
- (5) that the final outturn position of an underspend of £3.021 million, and the transfer of this underspend to the Uncommitted General Fund (Section 8.5), be approved;
- (6) that the position on the Housing Revenue Account, including the transfers to reserves of £0.702 million (Section 10), be noted;
- (7) that the publication details for the unaudited Annual Accounts for 2019/2020 (Section 11), be noted; and
- (8) that South Lanarkshire Council Accounts 2019/2020 and the Charitable Accounts 2019/2020 have been provided to members for their consideration, be noted.

3. Background

- 3.1. Under existing regulations, the Council's unaudited Annual Accounts for the year ended 31 March 2020 require to be submitted for audit by 30 June 2020. As agreed with the Council's External Auditors, due to the impact of COVID-19, only the main financial statements from the unaudited Annual Accounts were submitted to the Risk and Audit Scrutiny Committee on 18 June 2020 for consideration. This is prior to the full unaudited Accounts being submitted to the External Auditor by 30 June 2020. A full copy of the unaudited Accounts will be circulated to all Elected Members after the submission date of 30 June 2020.
- 3.2. This report will provide information on the following areas:
- Executive Summary on 2019/2020 Outturn Position (Section 4)
 - Summary of Council's position in relation to COVID19 expenditure in 2019/2020 (Section 5)
 - General Services Probable Outturn position for 2019/2020 (Section 6)
 - General Services year-end monitoring position for 2019/2020 (detailed in Section 7 and summarised in Section 8)
 - Summary of Year End Reserves position (Section 9)
 - Year-end position on the Housing Revenue Account (Section 10)
 - Information on the Annual Accounts including details of publication arrangements for the unaudited Accounts (Section 11)
 - Reconciliation of the year-end monitoring position summarised in section 7, to the figures presented in the Annual Accounts (Section 12 and Appendix 8)
 - Details of the Charities Accounts (Section 13)

4. Executive Summary

- 4.1. Audit recommendations require the Council to present a report to Elected Members detailing the final outturn position on the Council's Revenue Budget, including seeking approval for any transfers to reserves not previously reported or approved throughout the year.
- 4.2. This report and appendices provides a detailed analysis of the Council's financial position. Whilst the full detail and background is provided for Member's information in the report, in order to summarise the position and provide Members with the key highlights, an Executive Summary is provided below.
- 4.2.1. **Final Outturn Position:** The position after all transfers to reserves is an underspend of £3.021 million. This is an improvement of £0.353 million on the £2.668 million previously reported to Members as part of the Probable Outturn at the Executive Committee (26 February 2020) (section 6.1).
- 4.2.2. **Resource position:** The position after transfers to reserves is an overspend of £2.856 million, compared to the previously reported position of £2.511 million, a decline of £0.345 million. However, these figures include costs and lost income in relation to COVID-19 (£0.751 million) which has been offset by applying £0.751 million of the COVID-19 Hardship Fund included within the General Revenue Grant. If these costs are excluded, the Resource position is an overspend of £2.105 million, an improvement of £0.406 million, mainly within Social Work Resources as a result of the funding received from the Integrated Joint Board to assist with the pressures in Adult and Older People Services.
- 4.2.3. **Loan Charges:** The final position after transfers is an underspend of £2.273 million, an improvement of £0.370 million on the position previously reported during the year.

This is due to the interest received on the Council's revenue balances being higher than anticipated (section 7.9).

- 4.2.4. **Corporate Items:** The final position after transfers to reserves is an overspend of £1.408 million, an increase of £0.239 million on the position reported during the year (section 7.10).
- 4.2.5. **Council Tax:** The final position is an over recovery of £4.261 million, mainly as a result of lower demand for the Council Tax Reduction Scheme, collection of arrears for previous years and a slightly higher in-year collection of Council Tax. This is a reduced position of £0.184 million on that previously reported (section 7.12).
- 4.2.6. **General Revenue Grant:** The final position shows an over recovery of £0.751 million in relation to the use of the COVID-19 Hardship Grant to fund spend incurred in 2019/2020. This represents the use of 25.2% of this Fund in the first 2 weeks of activity (section 7.14).
- 4.2.7. **Transfer to Reserves:** As part of the Probable Outturn, the Executive Committee approved a transfer of £11.493 million to Reserves. At the year-end approval is being sought to transfer a further £2.161 million to reserves, reflecting £1.817 million of specific funding and £0.344 million of commitments, taking the total transfers to reserves to £13.654 million (section 8.3).
- 4.2.8. **Uncommitted Reserves:** It is proposed that the bottom-line underspend of £3.021 million is added to the reserves to be used to fund future pressures, and be held in the General Fund (section 8.5).
- 4.2.9. The final outturn position is summarised in Table 1.

Table 1 - Summary of Outturn Position 2019/2020

Budget Line	Under / (Over) Before Transfer to Reserves	Total Approved Transfers to Reserves (App 2) (Exec Ctte – 29 Jan'20)	Total Additional Transfer to Reserves	Under / Over - Final Outturn
	£m	£m	£m	£m
Resources (sections 4.2.2)	2.374	(4.126)	(1.104)	(2.856)
Centrally Held Budgets (sections 4.2.3-4.2.4)	9.289	(7.367)	(1.057)	0.865
Total Expenditure	11.663	(11.493)	(2.161)	(1.991)
Council Tax Income (section 4.2.5)	4.261	-	-	4.261
General Revenue Grant - COVID-19 (section 4.2.2)	0.751	-	-	0.751
Net Expenditure	16.675	(11.493)	(2.161)	3.021

- 4.3. **Reserves:** The Council's General Fund Reserves at the end of 2019/2020 will be £75.358 million. There are £51 million of reserves set aside for future budget strategies of which £35 million has been allocated to specific years (section 9). The balance is being considered as part of the 2021/2022 Revenue Budget Strategy and Savings Requirement paper, also being presented to the meeting.

- 4.4. **Annual Accounts:** The main statements from the Council's Annual Accounts and the Charities Accounts have been considered by the Risk and Audit Scrutiny Committee and a copy of the accounts will be provided to Members following submission to the External Auditor on 30 June 2020. A reconciliation between the accounts and figures contained in this report is provided (section 12 and Appendix 8).
- 4.5. Full details of each of these items is included in the remainder of the report.
- 5. COVID-19 and Impact on Council Outturn**
- 5.1. The Council has incurred expenditure in relation to COVID-19 and in order to separate these costs from the Council's normal activities, a COVID-19 Service has been included within each Resource. In addition, within the Resource positions for Community and Enterprise Resources and Finance and Corporate Resources, there is an under recovery of income due to COVID-19. The cost of COVID-19 is shown in the individual Resources positions.
- 5.2. The total for both additional expenditure and lost income is £0.751 million. This is offset by additional Government Grant shown as an income over-recovery in the General Revenue Grant line. This represents the use of 25.2% of the Hardship Fund in the first 2 weeks of activity. The details of this are included in section 7 of the report.
- 5.3. It is noted that the figure of £0.751 million excludes the costs incurred by Social Work Resources for Adults and Older People Social Care, as these are funded by the Scottish Government Mobilisation Plan, via Health. This relates to expenditure on beds to facilitate discharge from hospital, expenditure on support for carers, PPE equipment and also staff overtime. These costs and income sit fully within Social Work Resources and total £0.325 million.
- 5.4. Although the Scottish Government have allocated funding to assist in managing these additional costs, the funding may not be sufficient to cover all of the costs being incurred by councils across financial years 2019/2020 and 2020/2021. If spend continues at current levels, and full additional funding is not forthcoming from the central governments, this will put pressure on the Council's budget in 2020/2021. Further details are included in the 2020/2021 Revenue Monitoring report to this Committee.
- 6. 2019/2020 General Services - Summary of Final Outturn Compared to Probable Outturn Position**
- 6.1. After taking into account the Transfers to Reserves approved at this Committee on 29 January 2020, the Probable Outturn position was an underspend of £2.668 million. This is illustrated in Table 2.

Table 2 - General Services 2019/2020 Probable Outturn

	£m
Forecast Underspend Before Transfers to Reserves	13.416
Less: Transfer to Reserves	(10.748)
Forecast Underspend After Transfers to Reserves (at Probable Outturn)	2.668

- 6.2. It was agreed in the report to this Committee (26 February 2020) that this £2.668 million underspend would be transferred to the Uncommitted General Fund for use in

future strategies. This would include supporting the costs of transitional change in the Care at Home Service.

- 6.3. **Final Outturn:** The final outturn position after all transfers to Reserves is an underspend of £3.021 million, the details of which are summarised in Table 3.

Table 3 - Movement from Probable Outturn Position

	£m
Total Resources (section 7.4)	(0.345)
Centrally Held Budgets (sections 7.8 - 7.11)	0.131
Council Tax / Council Tax Reduction Scheme (section 7.12)	(0.184)
General Revenue Grant - COVID-19 Funding (section 7.14)	0.751
Movement from Probable Outturn Position	0.353

7. 2019/2020 Year-End Position

- 7.1. **Resources:** At the Year-End, the net expenditure position for Resources before Transfers to Reserves, is £669.984 million compared to the budget of £672.358 million. This results in an underspend of £2.374 million. The detail of this is shown in Appendix 1 with the underspend specifically shown in column 6.
- 7.2. As noted in section 5, this Committee (29 January 2020) approved Transfers to Reserves totalling £10.748 million. The final outturn position on these items is now known and has resulted in an increase of £0.745 million in the value of these approved transfers. For Resources, the total approved Transfers is now £11.493 million. These are detailed in Appendix 2 for ease of reference.
- 7.3. Based on the year-end position, Resources are proposing additional Transfers to Reserves totalling £1.104 million, for commitments where spend was not incurred in 2019/2020, but would be required in 2020/2021. These transfers are shown in Table 4, with more detail provided in Appendix 3.

Table 4 - Resources - Additional Proposed Transfers

Proposed Transfer	£m	£m
Community and Enterprise		
Forrest Street Shed (Future year commitment)	0.034	
Electric Vehicles (Future year commitment)	0.100	
		0.134
Education		
Additional Support for Learning (Specific funding)	0.959	
		0.959
Finance and Corporate		
British Sign Language (Specific funding)	0.011	
		0.011
Total Resource Additional Transfers		1.104

- 7.4. Taking all the Transfers to Reserves into account, the Resources' final outturn position is an overspend of £2.856 million (Appendix 1, col 8). This is an increased overspend of £0.345 million when compared to the £2.511 million overspend reported in the Probable Outturn position.
- 7.5. However, as detailed in section 5, Resources have incurred additional expenditure and lost income totalling £0.751 million in relation to COVID-19. The expenditure is

shown separately for each Resource in Appendix 1, whilst the lost income is included within the relevant Services' outturn positions. This has been managed from additional COVID-19 General Revenue Grant.

- 7.6. South Lanarkshire Leisure and Culture (SLLC) have notified the Council of a budget pressure from lost income resulting from COVID-19. This is included in the £0.751 million in section 7.5. It is proposed that the Council provides an additional allocation of £0.365 million to SLLC to allow them to meet this pressure.
- 7.7. The detailed position for each Resource is detailed in Appendix 4. Appendix 5 contains explanations for significant variances for each of the Services within the Resources.
- 7.8. **Capital Financed from Current Revenue (CFCR):** The CFCR budget line is showing a breakeven position at the year-end. This is unchanged from the position that was reported as part of the Probable Outturn.
- 7.9. **Loan Charges:** The position at the end of the year before transfers is an underspend of £8.887 million. This is an improved position of £0.375 million on the position reported throughout the year.
 - 7.9.1. As reported to this Committee (26 June 2019), the overall underspend is because we have not required to take any borrowing this year, we have re-phased the principal repayments on debt as part of the initial phase of the Loans Fund Review (reflecting the changes to the future repayment of borrowing for schools) and also the impact in 2019/2020 of the interest rates at which borrowing was taken in 2018/2019. It also includes interest due to the Council from deposits. The next phase of the Loans Fund Review, is subject to a separate report to this Committee.
 - 7.9.2. These are offset in part by a Transfer to Reserves to assist in future Budget Strategies. The improvement at year-end reflects the interest received on the Council's revenue balances being higher than anticipated.
 - 7.9.3. After taking account of the approved transfer to reserves of £6.500 million for loan charges and £0.114 million in relation to the interest income that belongs to the Council's specific reserves, the outturn position is an underspend of £2.273 million, reflecting an improved position of £0.370 million.
- 7.10. **Corporate Items:** The final outturn position is an overspend of £0.088 million before transfers to reserves.
 - 7.10.1. In addition to the costs of Auto Enrolment and the income in relation to spend to save project repayments reported as part of the Probable Outturn position, the final outturn position also includes income in relation to energy projects (Feed In Tariffs and Renewable Heating Initiatives), which are not known until the end of the financial year. The income for both the spend to save projects and the energy projects are included in the Transfers to Reserves (Appendices 2 and 3).
 - 7.10.2. Corporate Items also includes the commitment on social housing funded by additional income from Council Tax Second Homes. The relevant income is included within the Council Tax income line, and between the two, has no impact on the Council's bottom line position. The commitment takes the form of a Transfer to Reserves which is included in the proposed additional transfers detailed in Appendix 3.

7.10.3. Finally, it is proposed that a transfer of £0.210 million be made to reserves to manage the costs of a staff and management development programme over the next 3 years. This proposed transfer is included in Appendix 3.

Table 5 - Corporate Items - Additional Proposed Transfers

Proposed Transfer	£m
Feed In Tariffs - Future costs (section 7.10.1)	0.053
Renewable Heating Initiative - Future costs (section 7.10.1)	0.332
Council Tax Second Homes (section 7.10.2)	0.462
Staff and Management Development Programme (section 7.10.3)	0.210
Total Corporate Items Additional Transfers	1.057

7.10.4. The Corporate Items' position after all proposed Transfer to Reserves is an overspend of £1.408 million. This is an increase of £0.239 million on the overspend position reported as part of the Probable Outturn for Corporate Items.

7.11. **Corporate Items- 2020/2021 Strategy:** As reported during the year, the Council budget contains budgets not required in the current year which are being transferred to reserves for use in the 2020/2021 Budget Strategy. The final position before transfers is an underspend of £0.490 million and after transfers is a breakeven position. This reflects the position reported as part of the Probable Outturn.

7.12. **Council Tax and Council Tax Reduction Scheme:** The year-end position on the Council Tax line is an over recovery of £4.261 million. The over recovery relates to higher than budgeted arrears collection, additional in-year collection and an over recovery of income in respect of Council Tax Second Homes, which offsets the expenditure contained within Corporate Items (section 7.10.2).

7.13. The year-end over-recovery is a decrease in position of £0.184 million compared to the probable position and mainly relates to a reduction in the level of arrears collected, partially offset by lower than anticipated demand for the Council Tax Reduction Scheme payments.

7.14. General Revenue Grant

As detailed in section 5, the Council has incurred additional spend and has lost income as a result of COVID-19. The Scottish Government have made some funding available to councils to assist in managing these additional costs. For 2019/2020, the Council has incurred additional costs and lost income of £0.751 million. This equates to 25.2% of the Hardship Fund being utilised in the first 2 weeks of COVID-19 activity. The use of the Government Grant is shown as an over recovery of £0.751 million against the General Revenue Grant budget line.

7.15. **Accounting Adjustments:** 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 from the capital programme is on assets that are not owned by the Council (for example Clyde Gateway spend) or where spend must be classed as revenue. There is no physical impact for projects from this adjustment – it is an accounting entry only.

7.16. £0.826 million of capital spend is required to be recorded as revenue spend. Conversely, £0.405 million of revenue spend should be recorded as capital. This expenditure relates mainly to plant and equipment. The Resource positions above, include these required transfers between the revenue and capital account, and

reflects the position reported to this Committee on 24 June 2020 (Capital Final Outturn 2019/2020).

8. Summary of the General Services 2019/2020 Final Outturn Position

- 8.1. Table 6 summarises the year-end position across Resources and Corporate Budget lines, as discussed in section 7.

Table 6 - General Services 2019/2020 Year-End (shown as Table 1 in Executive Summary)

Budget Line	Under / (Over) Before Transfer to Reserves	Total Approved Transfers to Reserves (App 2) (Exec Cttee – 29 Jan'20)	Total Additional Transfer to Reserves	Under / Over - Final Outturn
	£m	£m	£m	£m
Resources (sections 7.1-7.7)	2.374	(4.126)	(1.104)	(2.856)
Centrally Held Budgets (sections 7.8-7.11)	9.289	(7.367)	(1.057)	0.865
Total Expenditure	11.663	(11.493)	(2.161)	(1.991)
Council Tax Income (section 7.12)	4.261	-	-	4.261
General Revenue Grant - COVID-19 (section 7.14)	0.751	-	-	0.751
Net Expenditure	16.675	(11.493)	(2.161)	3.021

- 8.2. The approved Transfers to Reserves as part of the Probable Outturn position of £11.493 million is the revised figure shown in Appendix 2, and takes account of the fact that some transfers have been revised to reflect the final spend achieved in these areas in 2019/2020.
- 8.3. Table 6 shows that before the Transfers to Reserves, there is an underspend of £16.675 million. Taking into account the Transfers agreed as part of the Probable Outturn position (Appendix 2) as well as the additional Proposed Transfers of £2.161 million (Appendix 3) gives a total Transfer to Reserves of £13.654 million.
- 8.4. After taking account of all known commitments and transfers to reserves, **the position on the Council's budget is an underspend of £3.021 million.**
- 8.5. It is proposed that this underspend of £3.021 million is added to the reserves to be used to fund future pressures, including supporting the costs of transitional change in Care at Home Services, and be held in the General Fund.

9. Reserves

- 9.1. As a result of the 2019/2020 final outturn exercise, the Council's Usable Reserves at the end of 2019/2020 will be £103.369 million. Of this total Reserves balance, £51.311 million was identified for use in the Council's Revenue Budget Strategies, with £34.669 million of commitments including £32.001 million for 2020/2021 and £2.668 million identified to support the costs of transitional change in the Care at Home Service. (section 6.2). Appendix 6 provides a final Reserves position at 31 March 2020.
- 9.2. Other amounts within the overall total estimated Reserves at the end of 2019/2020 relate to specific Reserves such as the Housing Revenue Account, the Insurance

Fund and Capital Funds, with £13.043 million held in the Uncommitted General Fund Reserve (excl. Revenue Strategy element) which the Council holds to use in the event of unforeseen circumstances year. Table 7 shows the position.

Table 7 - Reserves Analysis

	General Fund £m	Other Reserves £m	Total £m
Total Reserves (at 31 March 2020)	75.358	28.011	103.369
Less: Committed Reserves			
• Revenue Budget Strategies <i>(amount not yet allocated to specific years - £15.922m)</i>	46.311	5.000	51.311
• Housing Revenue Account	-	9.713	9.713
• Insurance Fund	-	2.053	2.053
• Repairs and Renewals	-	4.838	4.838
• Winter Maintenance	-	1.080	1.080
• Capital Funds (incl IT Development Fund)	-	5.327	5.327
• Government Grant carried forward	16.004	-	16.004
Uncommitted General Fund Reserve	13.043	-	13.043

10. Housing Revenue Account

10.1. The Housing Revenue Account is separate to the Council's General Fund. This account shows a surplus for the year of £0.240 million, which has been transferred to the Housing Revenue Account Reserve. Appendix 7 shows the final outturn position to 31 March 2020 on the Housing Revenue Account. The position on the Housing Revenue Account will be breakeven after the Transfer to Reserves of £0.702 million, comprising the surplus of £0.240 million above and the Council Tax Second Homes transfer of £0.462 million (see section 7.10.2).

10.2. These transfers of £0.702 million, when added to the amount brought forward from 2018/2019, gives an accumulated surplus of £9.713 million to be carried forward to 2020/2021. This is reflected in the Council's reserves position.

11. Annual Accounts - South Lanarkshire Council

11.1. The Local Authority Accounts (Scotland) Regulations 2014 require the unaudited accounts to be formally considered by elected members at a meeting to be held no later than 31 August.

11.2. Following discussions with the External Auditor on the impact of COVID-19 on the presentation of the Annual Accounts to the Risk and Audit Scrutiny Committee, the Risk and Audit Scrutiny Committee were presented with the main statements from the 2019/2020 unaudited Accounts for their consideration at the meeting on 18 June 2020.

11.3. The Annual Statement of Governance will be included in the Accounts and was presented separately to the Risk and Audit Scrutiny Committee on 18 June 2020, and to this Committee on 24 June 2020.

11.4. A copy of the unaudited Annual Accounts will be e-mailed to all Elected Members for information, following the submission of the Annual Accounts to the External Auditor on 30 June 2020.

- 11.5. The Annual Accounts have been prepared in line with proper accounting practice contained within the Accounting Code of Practice (the Code), but remain subject to audit by Audit Scotland, who will complete their audit by 30 November 2020, having reported their findings to the Risk and Audit Scrutiny Committee in advance of that date. The revised deadline of 30 November (previously 30 September), reflects the impact of COVID-19 on the timescales of audit work being carried out by Audit Scotland. The year-end position detailed in section 7 is reflected in the Council's unaudited Annual Accounts.
- 11.6. The full unaudited Annual Accounts will be available for public inspection between 1 July 2020 and 22 July 2020, as prescribed by the Local Authority Accounts (Scotland) Regulations 2014. They will be available on the Council's website but due to the guidance around COVID-19 they will not be available in the Council offices to inspect. Arrangements will be made to provide any information requested as part of this public consultation. The unaudited Annual Accounts will be on the Council's website from 1 July 2020 until the date the audited Accounts are published.
- 12. Annual Accounts: Restatement of Monitoring Figures Reported**
- 12.1. The Code introduced an Expenditure and Funding Analysis which must be prepared as part of the main Annual Accounts. The purpose of the statement is to reconcile the monitoring position reported to the Council's Executive Committee, to the figures reported in the Comprehensive Income and Expenditure Statement, which are presented on an accounting basis.
- 12.2. Appendix 8 provides a reconciliation of the monitoring figures reported in Appendix 1 of this report to the figures included in the Council's Annual Accounts (in the Expenditure and Funding Analysis Statement and the Comprehensive Income and Expenditure Account).
- 13. Charitable Trusts Unaudited Accounts**
- 13.1. The Council also submits unaudited accounts to the external auditor in respect of the 3 Charitable Trusts managed by the Council: South Lanarkshire Council Educational Trust, South Lanarkshire Council Charitable Trusts and the East Kilbride Information Technology Trust.
- 13.2. Copies of Charitable Trust accounts will also be e-mailed to Elected Members following their submission to External Audit on 30 June 2020.
- 14. Employee Implications**
- 14.1. None.
- 15. Financial Implications**
- 15.1. As detailed within this report.
- 16. Climate Change, Sustainability and Environmental Implications**
- 16.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 17. Other Implications**
- 17.1. 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.

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

18. Equality Impact Assessment and Consultation Arrangements

- 18.1. 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.
- 18.2. 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)

3 June 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 31 March 2020

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report

Period Ended 31 March 2020 (No.14)

Committee

Departments:

Community and Enterprise Resources

Facilities Streets, Waste and Grounds

Fleet, Environmental and Projects

Leisure and Culture Services

Planning and Economic Development

Roads

COVID-19

Education Resources

Education Resources

COVID-19

Finance and Corporate Resources

Finance Services - Strategy

Finance Services - Transactions

Audit and Compliance Services

Information Technology Services

Communications and Strategy Services

Administration and Licensing Services

Personnel Services

COVID-19

Housing and Technical Resources

Housing Services

Property Services

COVID-19

Social Work Resources

Performance and Support Services

Children and Family

Adults and Older People

Justice and Substance Misuse

COVID-19

Joint Boards**Total Resources**

Total Resources

CFCR

Loan Charges

Corporate Items

Corporate Items - 20/21 Strategy

Transfer to Reserves

Total Expenditure

Council Tax

Less: Council Tax Reduction Scheme

Net Council Tax

General Revenue Grant

Non Domestic Rates

Transfer from Reserves

Total Income**Net Expenditure / (Surplus) Before
Transfers to Reserves****Net Expenditure / (Surplus) Before
Transfers to Reserves**

Transfers to Specific Reserves

**(Surplus) After Transfers to Specific
Reserves**

Transfer to Earmarked General Fund

**Surplus for Year Transferred to
Uncommitted General Fund**

	Annual Budget £m <i>Col 1</i>	Forecast Before Transfers £m <i>Col 2</i>	Forecast After Transfers £m <i>Col 3</i>	Annual Forecast Variance (After Transfers) £m <i>Col 4</i>
Community and Enterprise Resources	110.339	110.463	110.573	(0.234)
Facilities Streets, Waste and Grounds	66.228	66.172	66.282	(0.054)
Fleet, Environmental and Projects	1.548	2.186	2.186	(0.638)
Leisure and Culture Services	19.569	19.614	19.614	(0.045)
Planning and Economic Development	2.014	1.492	1.492	0.522
Roads	20.980	20.999	20.999	(0.019)
COVID-19	0.000	0.000	0.000	0.000
Education Resources	342.997	340.012	343.035	(0.038)
Education Resources	342.997	340.012	343.035	(0.038)
COVID-19	0.000	0.000	0.000	0.000
Finance and Corporate Resources	34.517	34.517	34.517	0.000
Finance Services - Strategy	2.276	2.355	2.355	(0.079)
Finance Services - Transactions	12.696	12.446	12.446	0.250
Audit and Compliance Services	0.364	0.361	0.361	0.003
Information Technology Services	4.817	4.924	4.924	(0.107)
Communications and Strategy Services	1.087	1.257	1.257	(0.170)
Administration and Licensing Services	3.770	3.811	3.811	(0.041)
Personnel Services	9.507	9.363	9.363	0.144
COVID-19	0.000	0.000	0.000	0.000
Housing and Technical Resources	17.351	17.098	17.351	0.000
Housing Services	8.524	8.205	8.458	0.066
Property Services	8.827	8.893	8.893	(0.066)
COVID-19	0.000	0.000	0.000	0.000
Social Work Resources	165.003	167.242	167.242	(2.239)
Performance and Support Services	7.684	7.703	7.703	(0.019)
Children and Family	33.121	35.051	35.051	(1.930)
Adults and Older People	122.857	123.303	123.303	(0.446)
Justice and Substance Misuse	1.341	1.185	1.185	0.156
COVID-19	0.000	0.000	0.000	0.000
Joint Boards	2.151	2.151	2.151	0.000
Total Resources	672.358	671.483	674.869	(2.511)

	Annual Budget £m	Forecast Before Transfers £m	Forecast After Transfers £m	Annual Forecast Variance (After Transfers) £m
Total Resources	672.358	671.483	674.869	(2.511)
CFCR	0.405	0.405	0.405	0.000
Loan Charges	53.916	45.404	52.013	1.903
Corporate Items	1.322	2.228	2.491	(1.169)
Corporate Items - 20/21 Strategy	0.540	0.050	0.540	0.000
Transfer to Reserves	0.000	0.000	0.000	0.000
Total Expenditure	728.541	719.570	730.318	(1.777)
Council Tax	152.487	156.094	156.094	3.607
Less: Council Tax Reduction Scheme	(20.480)	(19.642)	(19.642)	0.838
Net Council Tax	132.007	136.452	136.452	4.445
General Revenue Grant	223.085	223.085	223.085	0.000
Non Domestic Rates	341.166	341.166	341.166	0.000
Transfer from Reserves	32.283	32.283	32.283	0.000
Total Income	728.541	732.986	732.986	4.445
Net Expenditure / (Surplus) Before Transfers to Reserves	0.000	(13.416)	(2.668)	2.668

	Annual Budget £m	Forecast Before Transfers £m	Forecast After Transfers £m	Annual Forecast Variance (After Transfers) £m
Net Expenditure / (Surplus) Before Transfers to Reserves	0.000	(13.416)	(13.416)	13.416
Transfers to Specific Reserves	0.000	0.000	0.452	(0.452)
(Surplus) After Transfers to Specific Reserves	0.000	(13.416)	(12.964)	12.964
Transfer to Earmarked General Fund	0.000	0.000	12.964	12.964
Surplus for Year Transferred to Uncommitted General Fund	0.000	(13.416)	0.000	0.000

Actual to 31/03/20 Before Transfers £m <i>Col 5</i>	Variance Annual Budget To Actual Before Transfers £m <i>Col 6</i>	Actual to 31/03/20 After Transfers £m <i>Col 7</i>	Variance Annual Budget To Actual After Transfers £m <i>Col 8</i>
110.864	(0.525)	111.122	(0.783)
66.186	0.042	66.404	(0.176)
2.094	(0.546)	2.134	(0.586)
19.619	(0.050)	19.619	(0.050)
1.509	0.505	1.509	0.505
20.989	(0.009)	20.989	(0.009)
0.467	(0.467)	0.467	(0.467)
338.546	4.451	343.073	(0.076)
338.520	4.477	343.047	(0.050)
0.026	(0.026)	0.026	(0.026)
34.616	(0.099)	34.627	(0.110)
2.362	(0.086)	2.362	(0.086)
12.097	0.599	12.097	0.599
0.379	(0.015)	0.379	(0.015)
4.921	(0.104)	4.921	(0.104)
1.358	(0.271)	1.358	(0.271)
3.985	(0.215)	3.985	(0.215)
9.422	0.085	9.433	0.074
0.092	(0.092)	0.092	(0.092)
16.950	0.401	17.384	(0.033)
7.998	0.526	8.432	0.092
8.919	(0.092)	8.919	(0.092)
0.033	(0.033)	0.033	(0.033)
166.858	(1.855)	166.858	(1.855)
7.543	0.141	7.543	0.141
35.068	(1.947)	35.068	(1.947)
123.056	(0.199)	123.056	(0.199)
1.188	0.153	1.188	0.153
0.003	(0.003)	0.003	(0.003)
2.150	0.001	2.150	0.001
669.984	2.374	675.214	(2.856)

Actual to 31/03/20 Before Transfers £m	Variance Annual Budget To Actual Before Transfers £m	Actual to 31/03/20 After Transfers £m	Variance Annual Budget To Actual After Transfers £m
669.984	2.374	675.214	(2.856)
0.405	0.000	0.405	0.000
45.029	8.887	51.643	2.273
1.410	(0.088)	2.730	(1.408)
0.050	0.490	0.540	0.000
0.000	0.000	0.000	0.000
716.878	11.663	730.532	(1.991)
155.840	3.353	155.840	3.353
(19.572)	0.908	(19.572)	0.908
136.268	4.261	136.268	4.261
223.836	0.751	223.836	0.751
341.166	0.000	341.166	0.000
32.283	0.000	32.283	0.000
733.553	5.012	733.553	5.012
(16.675)	16.675	(3.021)	3.021

Actual to 31/03/20 Before Transfers £m	Variance Annual Budget To Actual Before Transfers £m	Actual to 31/03/20 After Transfers £m	Variance Annual Budget To Actual After Transfers £m
(16.675)	16.675	(16.675)	16.675
0.000	0.000	1.452	(1.452)
(16.675)	16.675	(15.223)	15.223
0.000	0.000	12.202	(12.202)
(16.675)	16.675	(3.021)	3.021

Transfers to Reserves – Approved at Probable

Purpose / Description	£m
Community and Enterprise Resources	
Environmental Initiatives A report was presented to the Community and Enterprise Resources Committee (3 September 2019) which detailed the proposals for utilising the £0.100m added to the 2019/2020 budget for Environmental Initiatives. Due to the timing of the commencement of some of these works, the transfer is proposed to meet commitments into 2020/2021.	0.050
Allers (Lammermoor Park) As part of the report presented to the Community and Enterprise Committee (22 January 2019) on Allotments, the extension of Allers allotment was identified as one of the potential food growing development sites. The development plan for this site requires an access road at Kenilworth into Lammermoor Park. This transfer to reserves will allow this development to commence and also for the Council to reduce the number of people on the waiting list for an allotment.	0.030
Food Development Officer The Community and Enterprise Resources Committee (12 November 2019) approved that the 18 month temporary Food Development Officer be made permanent. The transfer to reserves is to manage the costs of this post in 2020/2021.	0.030
Total Community and Enterprise Resources Transfers Approved at Probable	0.110
Adjust: Increase in transfer to reflect final outturn position (Environmental Initiatives - increase £0.014m)	0.014
Revised Community and Enterprise Resources Transfers Approved at Probable	0.124
Education Resources	
Pupil Equity Fund (already reported) The funding received from the Government can be used up to the end of the school term (June 2020). The underspend reflects the element of the funding that will be utilised in April to June 2020.	1.000
Early Years 1140 Hours This transfer relates to the underspend on the current year grant allocation to be carried forward to meet the commitments in line with the spend profile of the project.	1.493
Sanitary Products in Schools This transfer relates to the underspend on the current year grant allocation to be carried forward to meet the commitments in line with the spend profile of the project.	0.041
Counselling in Schools The funding for Counselling was only confirmed part way through the financial year, therefore the funding provided will not fully spend this year. This transfer of the underspend in funding will allow the commitments on this policy to be delivered in future years.	0.489
Total Education Transfers Approved at Probable	3.023
Adjust: Increase in transfer to reflect final outturn position (increase PEF £0.422m, increase in Early Years 1140 £0.110m, increase in Counselling £0.054m and decrease in Sanitary Products £0.041m)	0.545
Revised Education Transfers Approved at Probable	3.568
Housing and Technical Resources	
Homelessness The grant from the Scottish Government included funding for Homelessness. Due to current levels of stock and good performance within the Homelessness service an underspend is forecast and it is proposed to transfer this to reserves to fund future investment in the Homelessness service.	0.106
Homelessness - Rapid Rehousing Transition Planning Due to the timing of the implementation rollout of the Rapid Rehousing Transition Planning funding, it is proposed that the underspend be carried forward to meet future commitments (approved at Housing and Technical Committee, 23 January 2019).	0.147
Total Housing and Technical Resources Transfers Approved at Probable	0.253
Adjust: Increase in transfer to reflect final outturn position (decrease Homelessness £0.017m and increase Rapid Rehousing Transition Planning £0.198m)	0.181
Revised Housing and Technical Resources Transfers Approved at Probable	0.434
Total Resource Transfers to Reserves Approved at Probable	3.386
Adjust: Total increase in transfer to reflect final outturn position	0.740
Revised Resource Transfers to Reserves Approved at Probable	4.126

Centrally Held Budgets	
Loan Charges	
Loan Charges Underspend due to the re-phasing of the principal repayment on debt and also reflecting the actual interest rates at which borrowing was taken in 2018/2019. The Executive Committee (26 June 2019) approved the transfer to reserves for utilisation in 2020/2021 Budget Strategy.	6.500
Interest on Reserve Balances During the year, similar to a bank account, interest is accrued on the balances held in reserves. These include the Insurance Fund, Repairs and Renewals Fund and the Capital Fund. This transfer represents passing the interest to each of the individual reserves.	0.109
Total Loan Charges Transfers to Reserves	6.609
Adjust: Increase in transfer to reflect final outturn position (increase interest on Reserve Balances £0.005m)	0.005
Revised Total Loan Charges Transfers to Reserves	6.614
Corporate Items	
Central Energy Efficiency Fund (CEEF) Resources are allocated funding from the CEEF Reserve to pay for spend to save projects which they repay over future years from the revenue savings generated by the project. This transfer represents the payback of savings from Resources and allows the Reserve to be regenerated for use on future projects.	0.263
Total Corporate Items Transfers to Reserves	0.263
Corporate Items – 2020/21 Strategy	
2019/2020 Underspends During the year underspends were identified on budgets no longer required in respect of SPT, PPP and third sector organisations. The Executive Committee (26 June 2019) approved the transfer of this underspend to reserves to be utilised in the 2020/2021 Budget Strategy.	0.490
Total Corporate Items Transfers	0.490
Total Transfers to Reserves - Approved at Executive Committee (29 January 2020)	10.748
Adjust: Total net increase in transfer to reflect final outturn position (Resources and Corporate Items above)	0.745
Revised Transfers to Reserves - Approved at Probable Outturn	11.493

Transfers to Reserves - Additional Proposed Transfers

Purpose / Description	£m
Community and Enterprise Resources	
Forest Street Shed Work is being carried out at Forrest Street in respect of the delivery of the Grounds Service. The transfer of this funding will allow the works to be completed in 2020/2021.	0.034
Electric Vehicles There is a commitment from Community and Enterprise Resources to match fund the grant from the Scottish Government in relation to the purchase of electric vehicles. Due to a delay in delivery of the electric vehicles, the transfer is required to fulfil the commitment in 2020/2021.	0.100
Total Community and Enterprise Resources	0.134
Education Resources	
Additional Support for Learning Due to the timing of the notification of this funding, it was not spent during the financial year. This transfer will allow the commitments on this policy to be delivered in future years.	0.959
Total Education Resources	0.959
Finance and Corporate Resources	
British Sign Language This transfer relates to funding to enable the implementation of the British Sign Language (Scotland) Bill which was not fully used in the current year. The funding is required to meet commitments in 2020/2021.	0.011
Total Finance and Corporate Resources	0.011
Total Resource Transfers to Reserves	1.104
Corporate Items	
Feed In Tariff Income Carry forward income received from energy transferred back to the grid for use in future years on energy efficiency related projects.	0.053
Renewable Heat Initiative Income Carry forward subsidy income received from the Government for use on future energy efficiency related projects.	0.332
Council Tax Second Homes - Transfer to Housing Revenue Account This transfer represents the over recovery of income from Council Tax on second homes included in the Council's Council Tax income line. This is required to be transferred to the Housing Revenue Account for use on social housing.	0.462
Staff and Management Development Transfer to reserves to fund a staff and management development programme over a 3 year period.	0.210
Total Corporate Items Transfers to Reserves	1.057
Total Additional Proposed Transfers to Reserves	2.161

Summary of Transfers to Reserves	£m
Transfers Approved at Probable	10.748
Adjust: Total Increase in Transfers to Reflect Final Outturn Position (shown in Appendix 2)	0.745
Revised Transfers Approved at Probable (Appendix 2)	11.493
Proposed Additional Transfers (Tables 3 and 4 in Report)	2.161
Total Transfers to Reserves	13.654

Resource 2019/2020 Final Outturn Position

The final outturn position for the year ended 31 March 2020, has been now been confirmed. There are examples of where commitments have not fully spent in 2019/2020, but which will spend in 2020/2021. As is normal practice, these committed monies are carried forward through Reserves at the end of the financial year.

To reflect this, the Resources' position shown in the table below details the outturn before Transfers to Reserves (col 2), the Transfers to Reserves by Resources approved as part of the Probable Outturn Exercise (col 3), the additional Transfers to Reserves being proposed by Resources (col 4) at the year end and the resultant final outturn position (col 5). Approval for these transfers is sought via Section 7 of the report.

The table shows an underspend of £2.374 million on the Resources' current year budgets before any Transfers to Reserves for commitments.

After Transfers to Reserves of £5.230 million (col 3 and 4), the Resource position is an overspend for the year of £2.856 million (col 5). This is an increase in the overspend position compared to the Probable Outturn overspend of £0.345 million.

As detailed in the report, this position includes expenditure and loss of income in relation to COVID-19 totalling £0.751 million. If the COVID-19 impact is removed the Resource position is an overspend of £2.105 million which is an improved position of £0.406 million compared to the Probable Outturn, mainly within Social Work Resources.

Budget Line	Under / (Over) Before Transfer to Reserves col 2	Approved Probable Outturn Transfers to Reserves col 3	Additional Proposed Transfer to Reserves col 4	Under / Over – Final Outturn col 5
col 1	£m	£m	£m	£m
Resources				
Community and Enterprise	(0.525)	(0.124)	(0.134)	(0.783)
Education	4.451	(3.568)	(0.959)	(0.076)
Finance and Corporate	(0.099)	-	(0.011)	(0.110)
Housing and Technical	0.401	(0.434)	-	(0.033)
Social Work Resources	(1.855)	-	-	(1.855)
Joint Boards	0.001	-	-	0.001
Total Resources	2.374	(4.126)	(1.104)	(2.856)

Each Resource is taken in turn in the table below, including an explanation of the reasons for the variances and any changes to the reserve transfer figures.

Resource	2019/20 Final Outturn
Community and Enterprise	<p>The Resource is showing an overspend position of £0.525 million before Transfers to Reserves but including the impact of COVID-19. This is an increase in the overspend position of £0.401 million compared to the £0.124 million from the probable outturn position reported during the year. Of this increase, £0.579 million relates to COVID-19.</p> <p>The net overspend position is mainly due to an overspend within Fleet, Environmental and Projects due to expenditure on repairs, delays in delivering efficiencies and an under recovery of income in the Fleet workshop. This is offset by an underspend in Planning and Economic Development due to an increased level of income from planning and building warrant applications.</p>

	<p>The net cost of COVID-19 spend in the Resource is £0.579 million. This relates to spend of £0.467 million mainly in relation to lost income within South Lanarkshire Leisure Culture Trust, and also loss of income of £0.112 million included in the Planning and Economic Development outturn.</p> <p>The Resource position, excluding the COVID-19 spend, is in line with the position reported during the year.</p> <p>Transfers to Reserves totalling £0.124 million were approved as part of the Council's Probable Outturn, detailed in Appendix 2. As part of the final outturn, additional Transfers to Reserves are proposed totalling £0.134 million as detailed in Appendix 3. These relate to the Forrest Street Shed and Electric Vehicles.</p> <p>The final position for the Resource, after all Transfers to Reserves is a net overspend of £0.783 million including COVID-19 (£0.579 million), compared to a probable outturn overspend position of £0.234 million.</p>
Education Resources	<p>The Resource outturn position is an underspend of £4.451 million before Transfers to Reserves. This is an improved position of £1.466 million from the probable outturn position reported during the year.</p> <p>The underspend relates to the Pupil Equity Fund for which the funding straddles two financial years. There is also an underspend within the Early Learning and Childcare 1140 expansion programme, reflecting the timing of programme delivery and underspends in Additional Support for Learning and Counselling in Schools where the funding was not fully utilised in the current year.</p> <p>This is in line with the position reported during the year and the improved position reflects the final outturn spend in these areas as well as the Additional Support for Learning underspend which was not known at the Probable Outturn.</p> <p>The Resource also spent £0.026 million on COVID-19 items.</p> <p>Transfers to reserves totalling £3.568 million were approved as part of the Council's Probable Outturn (Appendix 2) in relation to the Pupil Equity Fund, Early Years and School Counselling. This also included a transfer for sanitary products which is no longer required.</p> <p>As part of the final outturn, additional Transfers to Reserves are proposed totalling £0.959 million in relation to the Additional Support for Learning funding which was not fully utilised due to late notification of the funding.</p> <p>The final position after all Transfers to Reserves is an overspend of £0.076 million, compared to a probable outturn overspend position of £0.038 million, mainly due to the expenditure of £0.026 million on COVID-19.</p>
Finance and Corporate Resources	<p>The Resource is showing a net overspend of £0.099 million before Transfers to Reserves. This is an increased overspend of £0.099 million on the probable outturn breakeven position and includes spend of £0.110 million on COVID-19.</p> <p>The net overspend position relates to an overspend in Finance (Strategy) and IT Services due to lower than anticipated staff turnover during the year. There are also overspends in Communications and Strategy, mainly due to an under recovery of print room income and also within Administration and Licensing Services due to an under recovery in licensing and registration income. These overspends are partially offset by an underspend in Finance (Transactions) due to vacancies and net expenditure on housing benefit being lower than anticipated.</p> <p>The Resource outturn also includes an overspend of £0.92 million on COVID-19, which when added to the loss of income included in the Administration and</p>

	<p>Licensing outturn again due to COVID-19, gives a total COVID-19 cost of £0.110 million.</p> <p>The Resource did not previously request any transfers to reserves, however, as part of the final outturn, the Resource is proposing a transfer to reserves in relation to the British Sign Language project of £0.011 million. This proposal is included in Appendix 3.</p> <p>The final position after all Transfers to Reserves is an overspend of £0.110 million, compared to a probable outturn position of breakeven. This overspend all relates to expenditure and loss of income in relation to COVID-19.</p>
Housing and Technical Resources	<p>The final outturn position for the Resource is an underspend of £0.401 million before Transfers to Reserves. This is an improved position of £0.148 million on the probable outturn position reported during the year.</p> <p>As reported during the year, this position reflects an underspend in Housing Services within the homeless service and is also due to the timing of the rollout of the Rapid Rehousing Transition Programme. This is partially offset by an overspend in property services reflecting the works undertaken for capital and revenue projects, where the level of expenditure incurred and income received varies each year.</p> <p>The Resource outturn position includes expenditure of £0.033 million in relation to COVID-19.</p> <p>Transfers to reserves of £0.434 million in respect of the Temporary Accommodation Homeless funding and the Rapid Housing Transition Programme were approved as part of the Council's Probable Outturn position, and are detailed in Appendix 2.</p> <p>The final position after all transfers to reserves is an overspend of £0.033 million compared to the probable outturn breakeven position. The overspend of £0.033 million is all in relation to the expenditure on COVID-19.</p>
Social Work Resources	<p>The outturn position is a net overspend of £1.855 million before Transfers to Reserves. This is an improved position of £0.384 million on the overspend of £2.239 million reported as part of the probable outturn.</p> <p>The improved position includes the transfer of funding from the Integrated Joint Board of £0.350 million to assist with managing the overspends within Adult and Older People Services, as reported to the Executive Committee.</p> <p>As reported to Committee during the year, the net overspend relates to increased demand within Children and Families Services in relation to residential schools and external placements, kinship carer payments and fostering and adoption allowances. There is also an overspend in Adult and Older People Services due to recruitment of Home Care staff, equipment and adaptations and Direct Payments. These overspends are partially offset by vacancies in both Performance and Support and Justice Services.</p>

2018/2019 Revenue Outturn

Service Variance Explanations BEFORE Transfers to Reserves

Resource / Service	Under / (Over) £m
Community and Enterprise Resources (including Trading Operations)	
Facilities, Streets, Waste and Grounds The underspend relates to vacancies, transport costs due to timing of vehicle replacements and an over recovery of income offset by additional expenditure on food purchases, bins and materials for Grounds Services.	0.042
Fleet, Environmental and Projects The position reflects an overspend within Fleet Services due to expenditure on external repairs, the timing of Fleet efficiencies and an under recovery of income within the Fleet workshop. There is also additional expenditure within Environmental Services in relation too legal expenses on a public health case.	(0.546)
Leisure The overspend relates to payments to South Lanarkshire Leisure and Culture to assist in managing income pressures as a result of closures in the Dollan Aqua Centre and Hamilton Water Palace to allow essential works to be carried out. This is partially offset by an underspend in property costs.	(0.050)
Planning and Economic Development The underspend reflects a net increase in the level of income received from planning and building warrant applications, after taking account of a reduction in the level of income in relation to COVID-19. In addition, vacancies during the year resulted in an underspend in Employee Costs.	0.505
Roads Services The minor overspend reflects additional expenditure on reactive lighting and subcontractors and a reduction in parking income, offset by underspends in leasing costs and additional income from capital and lighting works.	(0.009)
COVID-19 This reflects additional expenditure on COVID-19 related items including £0.367 million of lost income incurred by South Lanarkshire Leisure Trust.	(0.467)
Education Resources	
The underspend relates to Pupil Equity Funding which is received for academic school years rather than financial years. This underspend will be transferred to reserves to support commitments across the school year to June 2020 (2020/2021). There is also an underspend within the Early Learning and Childcare 1140 expansion programme, reflecting the timing of programme delivery which will be transferred to reserves to support ongoing programme delivery. The funding received to support Additional Support for Learning and Counselling in Schools was not fully utilised in the current year and will also be carried forward to support commitments in 2020/2021. In addition to the underspends above, there is an underspend in rates and gas charges and an over recovery of Early Years fee income, offset by overspends in electricity, school transport and Additional Support Needs external placements.	4.477
COVID-19 This reflects additional expenditure on COVID-19 related items.	(0.026)
Finance and Corporate Resources	
Finance Services - Strategy The overspend is due to staff turnover across the service being lower than anticipated.	(0.086)
Finance Services - Transactions The underspend is due to the net expenditure on housing benefits being lower than anticipated and also vacancies which are part of the 2020/2021 savings.	0.599
Audit and Compliance Services The underspend reflects an under recovery in the management fee in relation to the European Social Fund.	(0.015)

Information Technology Services The overspend relates mainly to staff turnover being lower than anticipated and an under recovery of income in relation to telephones, partially offset by a reduction in expenditure on telephones.	(0.104)
Communications and Strategy The overspend reflects additional expenditure on materials and an under recovery of income from print work.	(0.271)
Administration, Legal and Licensing The overspend relates to IT expenditure, the costs of the by-election held during the year and an under recovery of income from private hire operators and licensing and registration income partly due to COVID-19	(0.215)
Personnel Services The underspend relates to training and is partially offset by expenditure on IT licences and servers and legal costs.	0.085
COVID-19 This relates to the additional costs of COVID-19 including IT spend to facilitate home working for employees.	(0.092)
Housing and Technical Resources	
Housing Services The underspend relates to the Homelessness Service where the Scottish Government funding was not fully utilised/required in 2019/2020, and also the timing of spend on the Government funded Rapid Housing Transition Programme. These underspends are included in the approved transfers to reserves to meet commitments in future years.	0.526
Property Services The overspend reflects the fact that the level of expenditure incurred and income recovered varies depending on the work required on specific capital and revenue projects.	(0.092)
COVID-19 This reflects additional expenditure on COVID-19 related items.	(0.033)
Social Work Resources	
Performance and Support The underspend relates to staff turnover, rates and fleet driver costs, partially offset by additional expenditure on IT including refreshes.	0.141
Children and Families The overspend reflects the requirement for additional residential school and external placements, and increased demand for kinship carer payments, foster placements and adoption allowances. These overspends are partially offset by additional income from the Home Office in relation to asylum seekers placed in the Council's care facilities.	(1.947)
Adults and Older People There is an overspend in employee costs as a result of Home Care recruitment for future vacancies to maintain staffing requirements and additional expenditure on equipment and adaptations, direct payments and licences for the new home care scheduling system. The overspend was partially offset by prior year income and funding from Health in relation to winter planning and delayed discharge. The additional income also includes the £0.350 million from the Integrated Joint Board reserves towards additional costs, as reported to the Executive Committee.	(0.199)
Justice and Substance Misuse The underspend relates to vacancies, lower demand for supplies for clients and fleet costs for the Unpaid Work Service being lower than anticipated.	0.153
COVID-19 This reflects additional expenditure on COVID-19 related items.	(0.003)

Analysis of Council's Usable Reserves

Reserves / Funds	Balance at 31 March 2019 £m	Transfers to Reserves 2019/20 £m	Transfers from Reserves 2019/20 £m	Balance as at 31 March 2020 £m	Total Set Aside for Future Revenue Budget Strategies £m	Balance £m	Analysis of Balance on Reserves / Funds
Earmarked General Fund	45.478	12.202	(22.650)	35.030	19.026	16.004	
Repairs and Maintenance	6.929	0.642	(1.653)	5.918	0.000	5.918	Winter Maintenance Fund (£1.080m) Repairs and Renewals (£4.838m)
Capital Funds	15.905	2.671	(8.249)	10.327	5.000	5.327	IT Development Fund (£1.399m) Education Capital Items Replacement Fund (£1.132m) Central Energy Efficiency Fund (£0.722m) Adoptions (£0.278m) Capital Receipts (£1.796m)
Insurance Fund	3.278	0.012	(1.237)	2.053	0.000	2.053	
Housing Revenue Account	9.011	0.702	0.000	9.713	0.000	9.713	
Uncommitted General Fund	37.307	3.021	0.000	40.328	27.285	13.043	
	117.908	19.250	(33.789)	103.369	51.311	52.058	

Earmarked General Fund	45.478	12.202	(22.650)	35.030	19.026	16.004	
Uncommitted General Fund	37.307	3.021	0.000	40.328	27.285	13.043	
Total General Fund	82.785	15.223	(22.650)	75.358	46.311	29.047	

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 31 March 2020 (No.14)
Housing Revenue Account

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion to 31/03/20	Actual to Period 14 31/03/20	Variance to 31/03/20		%	Note
	£m	£m	£m	£m	£m	£m			
Employee Costs	13.526	12.785	0.741	13.526	12.953	0.573	under	4.2%	
Property Costs	43.268	43.099	0.169	43.268	42.064	1.204	under	2.8%	
Supplies & Services	1.475	1.475	0.000	1.475	0.809	0.666	under	45.2%	
Transport & Plant	0.195	0.195	0.000	0.195	0.224	(0.029)	over	(14.9%)	
Administration Costs	5.702	5.656	0.046	5.702	5.633	0.069	under	1.2%	
Payments to Other Bodies	3.174	3.126	0.048	3.174	3.129	0.045	under	1.4%	
Payments to Contractors	0.100	0.105	(0.005)	0.100	0.131	(0.031)	over	(31.0%)	
Transfer Payments	0.000	0.000	0.000	0.000	0.000	0.000	-	n/a	
Financing Charges	20.589	20.599	(0.010)	20.589	20.441	0.148	under	0.7%	
Total Controllable Expenditure	88.029	87.040	0.989	88.029	85.384	2.645	under	3.0%	
Total Controllable Income	(100.585)	(100.391)	(0.194)	(100.585)	(100.942)	0.357	over recovered	0.4%	
Transfer to/(from) Balance Sheet	(2.608)	(1.813)	(0.795)	(2.608)	0.240	(2.848)	under recovered	(109.2%)	
Net Controllable Expenditure	(15.164)	(15.164)	0.000	(15.164)	(15.318)	0.154	under	1.0%	
Add: Non Controllable Budgets									
Financing Charges	15.164	15.164	0.000	15.164	15.318	(0.154)	over	(1.0%)	
Total Budget	0.000	0.000	0.000	0.000	.0000	0.000	-	0.0%	

Appendix 8

Table 1 - Reconciliation of Monitoring Position to Annual Accounts	Actual to Period 14 31/03/20 (App 1 Col 5 £m)	Move Corporate Items £m	Remove Transfers from Reserves £m	Revised General Fund Position per EFA £m	Add: HRA Position £m	Total EFA per Annual Accounts £m	Statutory Accounting Adjustment £m	CIES Figure per Annual Accounts £m
	Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8
Community and Enterprise Resources	110.864	-	-	110.864	-	110.864	30.667	
Education Resources	338.546	-	-	338.546	-	338.546	(24.555)	
Finance and Corporate Resources	34.616	-	-	34.616	-	34.616	6.843	
Housing Revenue Account	0.000	-	-	0.000	(0.240)	(0.240)	(5.507)	
Housing and Technical Resources	16.950	-	-	16.950	-	16.950	7.488	
Social Work Resources	166.858	-	-	166.858	-	166.858	16.523	
Joint Boards	2.150	-	-	2.150	-	2.150	-	
Corporate Items	0.000	1.460	-	1.460	-	1.460	0.770	
Corporate and Democratic Core - HRA	0.000	-	-	0.000	-	0.000	0.114	
Non Distributed Costs - HRA	0.000	-	-	0.000	-	0.000	-	
Total Resources	669.984	1.460	-	671.444	(0.240)	671.204	32.343	703.547
CFCR	0.405	-	1.355	1.760	-	1.760		
Loan Charges	45.029	-	-	45.029	-	45.029		
Corporate Items	1.410	(1.410)	-	0.000	-	0.000		
Corporate Items – 2020/21 Strategy	0.050	(0.050)	-	0.000	-	0.000		
Council Tax	(136.268)	-	-	(136.268)	-	(136.268)		
General Revenue Grant	(223.836)	-	-	(223.836)	-	(223.836)		
Non Domestic Rates	(341.166)	-	-	(341.166)	-	(341.166)		
Transfer from Reserves	(32.283)	-	32.283	0.000	-	0.000		
Other Income and Expenditure	(686.659)	(1.460)	33.638	(654.481)	-	(654.481)	(37.418)	(691.899)
(Surplus)/Deficit on Provision of Services	(16.675)	-	33.638	16.963	(0.240)	16.723	(5.075)	11.648

Annual Accounts: Restatement of Monitoring Figures Reported

This Appendix reconciles the monitoring figures reported in Appendix 1 of this report to the figures in the Council's Annual Accounts (in the Expenditure and Funding Analysis Statement and the Comprehensive Income and Expenditure Account). This is detailed below:

- The starting point for the Expenditure and Funding Analysis is the year-end outturn before transfers to reserves shown in Appendix 1 (col 5), the monitoring surplus of £16.675 million. An adjustment is made to move the Corporate Items from the Other Income and Expenditure to the Resources in Appendix 8 (col 2). This is where they are shown in the Annual Accounts.
- Appendix 8 (col 3) then takes this monitoring surplus of £16.675 million, and removes the Transfers from Reserves totalling £33.638 million, as the accounting requirements require us to remove both Transfers To and Transfers From Reserves, from these reported Committee figures.
- The table in Appendix 8 then adds the HRA outturn position (col 5) to give the Council's total position: a deficit on provision of services of £16.723 million. This represents the Council's outturn position (General Fund plus HRA) on an accounting basis before Transfers To / Transfers From Reserves and is the position shown in the Expenditure and Funding Analysis (col 6).
- Finally, the Expenditure and Funding Analysis position (col 7) is adjusted by adding the technical accounting transactions, including depreciation and pension accounting entries, which are outwith the normal Council monitoring process, to arrive at the figures in the Comprehensive Income and Expenditure Statement of a deficit of £11.648 million, before the entries to reverse out the accounting transactions and to add in transfers to and from reserves. These transactions are for accounting purposes and reflect the Council spend in line with accounting guidance. They do not change the final outturn position of the Council and have no impact on the actual position of the Council and the funds available.
- As detailed in above, the Expenditure and Funding Analysis shows the movement on the General Fund Reserve and HRA Reserve before any transfers to/from other reserves. These transfers relate to transfers from Other Reserves including the Repairs and Renewals Fund (including Winter Maintenance), the Insurance Fund and the IT Development Fund (Capital Fund) to offset expenditure and commitments that have been charged to the Revenue Budget but where the funding to pay for these commitments sits in another Reserve and are shown in Table 3 below.
- These transfers need to be taken into account to arrive at the total movement in the General Fund Reserve and HRA Reserve included in the Balance Sheet (Table 2 below). Table 2 below shows that when these transfers totalling £9.998 million are taken into account, the total General Fund and HRA position for the year is an increase of £6.725 million. This increase takes account of the final year end surplus of £3.021 million as well as all transfers to and from all reserves, including those above.

Table 2 - Total Movement in General Fund Reserve and HRA Reserve	General Fund £m	HRA £m	Total £m
Closing General Fund and HRA Balance	(82.785)	(9.011)	(91.796)
(Surplus) /Deficit on General Fund per EFA	16.963	(0.240)	16.723
Transfer to/from Other Reserves (see Table 3)	(9.536)	(0.462)	(9.998)
Total Movement in Year	7.427	(0.702)	6.725
Closing General Fund and HRA Balance	(75.358)	(9.713)	(85.071)

Table 3 - Transfers to/from Other Reserves	General Fund £m
Repairs and Renewals (including Winter Maintenance)	(1.011)
Insurance Fund	(1.225)
Capital Fund (including IT Development Fund, Central Energy Efficiency Fund, Education Capital Items Replacement)	(2.262)
Capital Receipts Reserve	(5.500)
Housing Revenue Account	0.462
Total Transfers to/from Other Reserves	(9.536)

Report

4

Report to: **Executive Committee**
 Date of Meeting: **24 June 2020**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Capital Budget Monitoring Final Outturn – 2019/20**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Advise Committee of the outturn position of the General Services and Housing Capital Programmes for the year ended 31 March 2020; and
- ◆ Advise of the proportion of the programmes, expressed in financial terms, which have been carried forward for year 2020/21.

2. Recommendation(s)

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

- (1) that the outturn on the 2019/20 General Services Programme of £61.533 million (section 5.1), be noted;
- (2) that the additional contribution from Reserves for Roads investment (£0.720m) has not been required due to COVID19 and that it remain in Reserves (section 5.4), be approved;
- (3) that the carry forward of 2019/2020 funding into the 2020/2021 General Services Capital Programme totalling £14.821 million (section 5.9), be approved;
- (4) that the outturn on the 2019/20 Housing Capital Programme of £51.235 million (section 5.12), be noted;
- (5) that the carry forward of 2019/2020 projects, totalling £15.264 million, be added to future years' Housing Capital Programmes (section 5.14), be approved; and
- (6) that the level of overall spend anticipated in 2020/2021, for both General Services and Housing Programmes, will be subject to a separate report to a future meeting of this Committee (sections 5.11 and 5.15), be noted.

3. Background

- 3.1. The General Services Capital Programme for 2019/2020 totalled £76.804 million. This reflects the programme agreed by Executive Committee on 29 May 2019 and the subsequent amendments made through regular monitoring reports throughout 2019/2020.
- 3.2. The Housing Capital Programme for 2019/2020 totalled £61.835 million. This programme was approved by Executive Committee on 29 May 2019.
- 3.3. Section 5 of this report will provide a final outturn position on the 2019/2020 General Services and Housing Capital Programmes, and will update members on the carry forward into the new financial year.

4. Employee Implications

- 4.1. None

5. Financial Implications

- 5.1. **General Services:** Appendix 1 shows the total expenditure of £61.533 million on the General Fund Capital Programme for year 2019/2020 along with the funding sources for this spend.
- 5.2. The ongoing implications of COVID19, including the closure of construction sites in advance of the financial year end, have had an impact on the level of capital spend which has been achieved this financial year. This will continue to impact on the 2020/2021 Capital Programme. A separate report on the 2020/21 Capital Programme will be brought to members in due course.
- 5.3. The difference between the programme of £76.804 million and the spend of £61.533 million is £15.271 million. This is an additional underspend of £3.071 million compared to the outturn reported to Executive Committee on 13 May 2020. This additional underspend is mainly due to the timing of spend in relation to the programme of works on a number of projects including: Civic Centre (£0.5 million); Greenhills Road (£0.9 million), Roads Improvement Programme (£0.8 million); Town Centre Regeneration Fund (£0.4 million); Essential Services Accommodation (£0.2 million); Cycling, Walking and Safer Streets (£0.1 million) and National Strategic Cycle Routes (£0.1 million).
- 5.4. At its meeting on the 27 February 2019 (Overall Position of Budget 2019/2020 and Savings Proposals), the Council agreed an additional £0.720 million for investment in Roads. This was to be funded by a contribution from the Council's Reserves. As a result of COVID19, the level of spend on Roads has reduced in year, and this additional contribution has not been required in 2019/2020. It is proposed that this funding remains in Reserves.
- 5.5. Similarly, as a result of the reduced expenditure achieved in 2019/2020, SPT funding of £0.652 million has not been fully utilised in-year. SPT have been asked to consider providing this funding in financial year 2020/2021 to allow completion of the projects.
- 5.6. The main projects which make up the overall underspend of £15.271 million are detailed in Appendix 2. For all of these projects, the underspend reflects a variation from the expected timing of project spend in 2019/2020. Funding will carry forward into next financial year however the overall level of spend anticipated in the new financial year will be detailed in a separate report to a future meeting of this Committee.
- 5.7. **Accounting Adjustments:** 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 from the Capital Programme is on assets that are not owned by the Council (for example Clyde Gateway spend) or where spend must be classed as Revenue due to the nature of the spend. This adjustment has no physical impact on projects – it is an accounting entry only.
- 5.8. From reviewing the Council's Revenue and Capital spend, £0.826 million of capital spend is required to be recorded as revenue spend. Conversely, £0.406 million of

revenue spend should be recorded as capital. The transfers above mean that for the purpose of publishing our Annual Accounts only, there is capital spend of £61.113 million.

- 5.9. **Carry Forward to 2020/2021:** Following the 2019/20 year-end, a carry forward exercise has been undertaken and a carry forward total of £14.821 million into financial year 2020/21 is available.
- 5.10. This carry forward figure of £14.821 million reflects the 2019/2020 underspend of £15.271 million, increased by £0.270 million to reflect the actual position of income received during the year. This increases the amount available for spend. In addition, as proposed in this report at section 5.4, the carry forward will be reduced by £0.720 million to reflect the additional Roads contribution not required in 2019/2020 as a result of COVID19. The net result of these adjustments is a carry forward of £14.821 million.
- 5.11. The overall base programme for 2020/2021, including this carry forward of £14.821 million, will be considered in a separate report to a future meeting of this Committee. This separate report will review the programme for the coming year detailing the overall level of spend achievable as a result of the impact of COVID19.
- 5.12. **Housing Programme** Appendix 3 summarises actual expenditure of £51.235 million. This is £10.600 million lower than the budget of £61.835 million due to the timing of spend on a number of programmes. As with the General Services Programme, the level of spend on the Housing Programme has also been impacted by the COVID19 lockdown in advance of the financial year end. This will continue into the new financial year and will impact on the 2020/2021 Housing Capital Programme.
- 5.13. Housing and Technical Resources have received additional one-off income of £3.231 million and new borrowing of £1.433 million in 2019/2020 which will be available for future years.
- 5.14. Taking into account the additional funding of £4.664 million (section 5.13) and the year-end underspend position (£10.600 million), there is a net £15.264 million of budget available to contribute to future years' Housing programmes.
- 5.15. To reflect the uncertainty surrounding the impact of lockdown on the Housing Investment programme for 2020/21, it is proposed that the allocation of £15.264 million is moved to 2021/22. The overall programme for 2020/21 is being considered and post lockdown, when timescales and the impact of revised systems of working can be more accurately established, a revised position will be presented to a future Executive Committee meeting for approval.

6. Other Implications

- 6.1. The main risk associated with the Council's Capital Programme is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment management meetings and the outturn report shows an underspend at financial year end.

7. Equality Impact Assessment and Consultation Arrangements

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

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

Paul Manning

Executive Director (Finance and Corporate Resources)

3 June 2020

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Executive Committee, 29 May 2019
- Executive Committee, 13 May 2020

List of Background Papers

- Capital ledger prints for the period 1 April 2019 to 31 March 2020

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2019-2020
GENERAL FUND PROGRAMME
FOR PERIOD 1 APRIL 2019 TO 31 MARCH 2020

APPENDIX 1

EXPENDITURE

	2019-20 REVISED BUDGET	2019-20 ACTUAL to 31/03/20
	£m	£m
GENERAL FUND PROGRAMME	76.804	61.533
<u>Accounting Adjustments</u> (sections 5.7 and 5.8):		
Less: Transfers to Revenue		(0.826)
Add: Year End Transfers to Capital		<u>0.406</u>
2019/2020 Outturn Position (Accounting Basis only)	<u>76.804</u>	<u>61.113</u>

INCOME	Actual to 31/03/20 £m
Prudential Borrowing	12.025
Heritage Lottery / Sportscotland Grant	0.291
Developers Contributions	0.814
Partners (Including Strathclyde Partnership for Transport, Sustrans and Scottish Environment Protection Agency)	2.608
Scottish Government:	
- Capital Grant	33.029
- Cycling, Walking and Safer Streets	0.427
- Vacant and Derelict Land	0.738
- Early Years 1,140 Hours	2.732
- Regeneration Capital Grant	0.417
- Town Centre Regeneration Fund Grant	0.025
Glasgow City Region City Deal	6.141
Specific Reserves	1.354
Capital Receipts	0.106
Capital Financed from Current Revenue	0.406
TOTAL INCOME	61.113

Projects with Underspends in 2019/2020	
Project Name	Project Type
Tom Craig Centre	Refurbishment
Springhall Urban Greenspace Development (Springhall Cage)	Infrastructure
Springhall Community Centre Upgrade	Refurbishment
Bin Storage Areas	Infrastructure
Former Ballgreen Hall Demolition	Demolition
Extension of Cemeteries and Landworks	Land Purchase
Town Centre Regeneration Fund	Regeneration
Electric Vehicle Charging	Infrastructure
Roads Investment Programme	Infrastructure
Horsley Brae	Roads
Lanark Park and Ride	Land Purchase
Roads Investment Programme	Roads
SPT - Extension of Carstairs Junction Park and Ride	Infrastructure
SPT - Cambuslang Station Park & Ride	Infrastructure
Cycling, Walking and Safer Streets	Infrastructure
National Strategic Cycle Routes	Infrastructure
Greenhills Road	Roads
St Charles' Primary School Extension	Extension
Mobile Teaching Units	Modular Units
Education Information Communication Technology	ICT
Auchingramont Road	Demolition / New Build
Early Years 1,140 Hours programme	Various
Computer Room Upgrade	Infrastructure/ Refurbishment
Mobile Working Pilot	Equipment
Civic Centre	Refurbishment
Essential Services Accommodation	Refurbishment
Prioritised Urgent Investment	Refurbishment
Central Energy Efficiency Fund	Equipment
Springhall Regeneration Project (H&T)	Refurbishment
Blantyre Care Facility	New Build

APPENDIX 3

SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2019-20
HOUSING PROGRAMME
FOR PERIOD 1 APRIL 2019 TO 31 MARCH 2020

EXPENDITURE

	2019-20 REVISED BUDGET	2019-20 ACTUAL to 31/03/20
	£m	£m
2019/2020 Budget	<u>61.835</u>	<u>51.235</u>

INCOME

**2019-20
Actual
to
31/03/20
£m**

House Sales	0.000
Land Sales	0.046
Capital Funded from Current Revenue	20.589
Prudential Borrowing	14.681
Specific Grant	13.176
Miscellaneous Income	2.743
Total Income	<u>51.235</u>

Report

5

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Revenue Budget Monitoring for Period 2: 1 April 2020 to 22 May 2020
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise the Committee on the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2020 to 22 May 2020, and
- ♦ advise the Committee of an update on the 2020/2021 Revenue Budget for the Council's General Fund, taking into account the financial implications of the coronavirus pandemic.

2. Recommendation(s)

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

- (1) that the net underspend of £0.044 million on the General Fund Revenue Account at 22 May 2020, after COVID-19 spend and funding (Section 4 and Appendix 1), be noted;
- (2) that the breakeven position on the Housing Revenue Account at 22 May 2020 (section 5 and Appendix 4 of the report), and the forecast to 31 March 2021 of breakeven, be noted.
- (3) that the total net expenditure and lost income of £3.456 million in relation to COVID-19, offset by Government Grant included in the Council's position as at 22 May 2020 (section 4.2), be noted; and
- (4) that the Council's predicted COVID-19 spend of £27.8 million to September 2020, and potential shortfall in funding of £21.3 million (section 9.5), be noted.

3. Background

3.1. General Services Position

The report will summarise the actual expenditure and income to 22 May 2020 compared with the budget for the same period. This includes spend to date due to the COVID-19 outbreak. This is summarised in Section 4.

3.2. Housing Revenue Account Position

The report also shows the expenditure and income position for the Housing Revenue Account (HRA) to 22 May 2020. This is summarised in Section 5.

3.3. COVID-19 Update

The Council is incurring additional costs in respect of COVID-19. This report will look

at the impact of COVID-19 on the Council's budget for 2020/2021, highlighting the significant funding gap anticipated. This report will cover:

- COVID-19 Expenditure and Income Impacts (section 6)
- Cost Income and Modelling (section 7)
- Available Funding (section 8)
- Summary of Council Position (section 9)
- Next steps (section 10)

4. **General Fund Revenue Account Position**

- 4.1. As at 22 May 2020, the overspend before COVID-19 funding is £3.412 million. If we exclude the costs of COVID-19, the position is an underspend of £0.044 million as detailed in Appendix 1. This takes account of the fact that all COVID-19 spend has been funded either from unspent budgets or the relevant Fund (Scottish Welfare Fund, Food Fund, Business Grants, Self-Employed Grants), with the balance of COVID-19 expenditure being funded from the Hardship Fund.
- 4.2. The total Food Fund and Hardship Fund utilised to 22 May 2020 is £3.456 million, which equates to 25.8% of this total funding of £13.398 million. The COVID-19 pressures across Resources are included in the position in Appendix 1, and are detailed in Appendix 3.
- 4.3. The position across all Resources is an overspend of £1.488m as shown in Appendix 1, and is the result of COVID-19.
- 4.4. This position does not take account of the pressures of lost income in South Lanarkshire Leisure and Culture Trust (SLLCT). SLLCT have not yet invoiced the Council for any loss of income, however, the estimated net loss of income is £1.100 million per month, reduced to £0.800 million per month after taking account of funding anticipated from the Government's Job Retention Scheme.
- 4.5. **COVID-19 expenditure to Period 2:** The total COVID-19 net expenditure as at 22 May is **£3.456 million** which has been funded from the Hardship Fund and Food Fund.
- 4.6. Government funding notified to the Council and the corresponding expenditure budgets in relation to the Self Employed Hardship Fund are included in the Community and Enterprise Resources' budget, while the expenditure and income for the Scottish Welfare Fund payments and Small Business Support Grants are included in the Finance and Corporate Resources' budget.
- 4.7. Table 1 provides a summary of this position across the various elements.

Table 1 - Summary of the Cost of COVID-19

	Annual Budget £m	Actual to 22 May 2020 £m
Additional Resource Spend	0.000	0.756
Council Tax Income / CTRS	0.000	0.670
Food Fund Spend	0.000	1.254
Lost Income	0.000	1.231
Total Expenditure / Lost Income	0.000	3.911
Less: Unspent Budget	0.000	(0.455)
Total Net Expenditure / Lost Income	0.000	3.456
Funded by:		
Government Funding - Hardship Fund	(2.227)	(2.202)
Government Funding - Food Fund	(1.937)	(1.254)
Government Funding – Consequential	(9.234)	-
Total Funding	(13.398)	(3.456)

- 4.8. Table 1 shows that, by May, already 25.8% of the full year funding provided for COVID-19 has been utilised. Sections 6-10 of this report provides details of the expected shortfall in funding over the coming months in relation to spend made on COVID-19. It should also be noted that the position in Table 1 does not yet include the significant pressures on the South Lanarkshire Leisure and Culture budget through lost income estimated at a net £0.800 million per month, after taking account of income from the Government's Job Retention Scheme (section 4.4).
- 4.9. The COVID-19 spend included in the services devolved to the Integrated Joint Board are being included in the Mobilisation Plan which the Scottish Government are using to allocate funds to the Health and Social Care Partnership. The Social Work Resources' position includes the current expenditure and offsetting income of £1.666 million in relation to the cost of additional beds to facilitate discharge from hospital, PPE equipment, support for carers and staff overtime.
- 4.10. **Loan Charges:** There is currently no variance on the loan charges budget. However, it is worth noting that since the 2020/2021 Revenue Budget was set, there is now a lower requirement to borrow as a result of reduced spend levels, there has been no borrowing taken so far this year and interest rate forecasts are lower. As a result, an underspend is anticipated this year. Work is ongoing to quantify this and it will be brought to the Committee at a later date.
- 4.11. **Corporate Items - COVID-19:** The Corporate Items expenditure budget line in Appendix 1 shows the full year budget allocation, including COVID-19 funding, and at the 22 May is showing an underspend of £2.202 million which offsets the spend and lost income shown across Resources and Council Tax.
- 4.12. **Council Tax:** As a result of COVID-19, the Council has experienced lost Council Tax income for both the current year (£0.403 million) and arrears collection (£0.168 million) as well as additional payments in relation to Council Tax Reduction Scheme payments (£0.099 million). The cash impact of these at the end of April is a net under recovery of Council Tax income of £0.670 million. The current year non-

payment of Council Tax equates to approximately 2% of the annual budget, whilst the CTRS anticipated spend is currently estimated to be 10% greater than the spend for 2019/2020. The £0.670 million has been included in the costs of COVID-19 which are being funded from the Hardship Fund.

- 4.13. This is a position for April 2020. The non-payment of council tax and arrears will still be pursued, and therefore the cost to the Council is likely to change.
- 4.14. It should be noted that the Scottish Government has set aside £50 million of funding to assist with the impact of COVID-19 on Council Tax and social security benefits, which will contribute to the costs of CTRS. The report does not currently include the grant income, as no allocation has been confirmed to date. This position will be monitored and reported as more information becomes available.
- 4.15. **Former Trading Services Income:** Budgets for former trading services (Roads and Property Services) include income from the HRA and from Capital. In the current COVID-19 financial climate it remains the position that these Revenue Services still need to recover costs as planned, to cover both fixed costs and surplus levels.
- 4.16. Arrangements have been made to ensure that budgeted income from the HRA and Capital continues to flow to these services. The position in this paper assumes that this continues to happen.

5. Housing Revenue Account Position

- 5.1. As at 22 May 2020, Appendix 4 of the report shows a breakeven position against the phased budget on the Housing Revenue Account.
- 5.2. The forecast to 31 March 2021 on the Housing Revenue Account is a breakeven position.

6. Updated Revenue Budget Position 2020/2021 - COVID-19 Expenditure and Income Impacts

- 6.1. Whilst sections 3 and 4 of this report cover the financial position for the period to 22 May, section 6 onwards discusses the potential impact on the Council's overall budget for the year 2020/2021.
- 6.2. **Council:** As noted previously, the Council is experiencing additional costs in respect of COVID-19. This will impact on the Revenue Budget for 2020/2021, and will create a significant funding gap.
- 6.3. The Council incurred costs as part of the initial mobilisation to respond to the pandemic. The costs of mobilisation and managing the initial response to the pandemic includes costs for PPE and additional staffing.
- 6.4. A significant impact has also been felt in terms of **income collection**. Through a reduction in the level of council tax that has been paid, to reduced income in council services (such as parking, and planning and building standards) there has been (and continues to be) a significant loss of funds to the Council.
- 6.5. **South Lanarkshire Leisure and Culture**, which is an Arms Length External Organisation (ALEO) to the Council, has experienced a significant reduction in their income, due to all facilities being closed through the lock down period.
- 6.6. **Delivery of Savings:** Another area of impact is in the achievement of the 2020/2021 approved savings. The Council had approved savings of £10 million which were to

be delivered in 2020/2021. Whilst it is hoped that the majority of these can still be delivered, it is expected that delivery of some of these will be challenging, as the Council looks to deliver services in different ways. The development of savings for 2021/2022 will also be difficult, taking account of the current backdrop.

7. Cost and Income Modelling

- 7.1. Given the scale and immediacy of the financial impact and the potential longer term financial sustainability consequences for councils, work has continued with COSLA to develop consistent tracking arrangements of costs across all councils.
- 7.2. A cost and income template has been circulated for use by councils, with these templates being updated and submitted regularly. This collection of data has allowed COSLA to engage with the Scottish Government in relation to the financial impact facing councils.
- 7.3. Based on councils' initial cost and income submissions, COSLA published that, for the three-month period to the end of June, there was an identified financial pressure nationally of £331 million. This excluded some costs relating to lost income for council services from Housing Revenue Accounts and capital budgets, and also replaced council estimates for council tax losses with a national estimate.
- 7.4. The amount of national external funding identified for the full year to date is £235 million therefore, as per COSLA's figures, only 71% of councils' identified needs to June were being met from the total funding identified. In a recent letter from the Cabinet Secretary, she explained that the Scottish Government had now allocated all the additional consequential funding at their disposal and more, and whilst they would make further representation to UK Government, her sense was that the provision of further resources will be limited.

8. Available Funding - SLC

- 8.1. The Council has been advised of its share of a number of specific funding streams from the Scottish Government. Nationally, the allocation is £235 million and the Council has received £13.398 million. The national funding streams and the Council's share are shown in Table 2.

Table 2 – Available Funding

	National Allocation £m	Council Share £m
Hardship Fund: to meet non-specific COVID-19 expenditure. Of this, £0.751 million was utilised in 2019/2020, leaving £2.227 million available for 2020/2021.	50.000	2.227
Food Fund: £1.937 million to contribute towards the free school meals and Food for the Vulnerable. The Council's estimated shortfall in funding is over £0.800 million.	30.000	1.937
UK Government Consequential: £9.234 million to meet non-specific COVID-19 expenditure.	155.000	9.234
Total Funding Identified to Date	235.000	13.398

- 8.2. The Council has also been allocated a share of the Self Employed Hardship Fund (**£1.174 million**), Small Business Grants Fund (**£46.200 million**) and **£1.389 million**

for Scottish Welfare Fund. The expenditure and funding in relation to these, are included in Community and Enterprise Resources for the Self Employed Hardship Fund and in Finance and Corporate Resources' for the Small Business Grant Fund and Scottish Welfare Fund. These form a Transfer Payment arrangement with the budget provision matching the expenditure. There is no impact on the Council's financial position.

9. Summary of Council Position

- 9.1. Through COSLA, councils were asked to identify their expected additional costs due to COVID-19 for the period to June. Appendix 5 provides details of the expected costs / lost income for that period based on the information provided to COSLA. This figure includes lost income for the Council's ex-trading services that would have been received from HRA and Capital budgets. As alternative approaches to recover this income are being progressed, removing these costs leaves a pressure (to June) of **£14.9 million**.
- 9.2. The costs do not include those incurred in relation to the services delegated to the Health and Social Care Partnership (HSCP) (Adults and Older People). Separate arrangements are in place where the Scottish Government have committed to funding all reasonable expenditure for HSCPs, and therefore no pressure has been included for these services.
- 9.3. As the figures provided to COSLA were only to June, these have been projected forwards to September, to provide an estimate of potential costs for 6 months, as costs relating to COVID-19 will continue beyond June. There is work currently ongoing in relation to the costs of delivering services as we move into the recovery period, and this will provide more accurate costs for the period to September and beyond. Appendix 5 shows that the costs to September could be **£27.8 million**.
- 9.4. Table 3 summarises the details shown in Appendix 5 and gives a total forecast cost position to the end September 2020, compared to funding available.

Table 3 - Forecast Costs Compared to Funding Available (excluding lost income from HRA and Capital)

	£m	£m
<i>Additional Costs (from Appendix 5):</i>		
Additional Resource Spend	12.2	
Savings Not Realised	0.6	
Lost Income (including ALEO - £5.2m))	14.8	
Reduced Costs	(3.6)	
Food Fund Spend	3.8	
Total Additional Costs		27.8
<i>Confirmed funding</i>		
Government Funding - Hardship Fund	(2.2)	
Government Funding - Food Fund	(1.9)	
Government Funding - Consequentials	(9.2)	
Total Funding	(13.3)	
6 Months funding (estimated)		(6.5)
Remaining Shortfall to September 2020		21.3

- 9.5. This identified a **potential shortfall in funding of £21.3 million** to September. These figures will be refined as the recovery planning process progresses. It is likely that some additional costs will continue further into the year. When more certainty over costs are known an approach to how the shortfall can be managed will be presented to Committee. We are also looking at where some of these costs can more appropriately be met from the Capital Programme, and will take that into account in an ongoing review of the Capital Programme.
- 9.6. This figure includes reduced collection of Council Tax, and is included to show the extent of the loss of income we are facing, however this is not necessarily how this will be accounted for at year end. Both accounting treatment of debts, and attempts to recover any unpaid council tax in year, should reduce the impact of this on this year's budget.
- 9.7. In summary the position for the Council is:
- ◆ Estimates of the cost to the Council to the end of June are at present £14.9 million (section 9.1) (this includes income lost to the Council). If we take that estimate forward to the end of September, the projected cost increases to £27.8 million.
 - ◆ The funding we have been notified about to date, totals £13.3 million (section 8.1).
 - ◆ On the basis that the 6 month cost is £27.8 million, if we apply 6 months of the funding (approx. £6.5 million) against that, this still leaves us with a projected 6 month net cost of £21.3 million
 - ◆ These figures are on the basis that the Council recovers budgeted costs from the HRA and from the capital programme. We will look to meet appropriate additional capital costs through the Capital Programme, as referred to at section 9.5.

10. Next Steps

- 10.1. The Council has embarked on a recovery planning process which is well underway. Alongside this practical process, an exercise has commenced on the expected outturn for full current year, to assess what spend levels are anticipated, and how these can be managed within Resource Budgets. This will allow a revised budget position to be established for the Council for this financial year. The process includes identifying costs associated with recovery plans, clarifying lost income projections and spend that will not be made.
- 10.2. It is more than likely that a deficit balance will be identified which cannot be covered from the funding provided to date by the Scottish Government. Remedies will be required to manage this deficit. These will include flexibilities regarding the use of other funding (for example the Government agreement to give flexibility in the use of Education monies namely Pupil Equity Funds, Scottish Attainment Challenge Funds and Early Learning and Childcare funding), reducing the costs of recovery where possible and reducing costs / service elsewhere in the budget.

11. Employee Implications

- 11.1. None.

12. Financial Implications

- 12.1. As detailed within this report.

13. Climate Change, Sustainability and Environmental Implications

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

14. Other Implications

- 14.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 14.2. There are no implications for sustainability in terms of the information contained in 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 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 June 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial ledger and budget monitoring results to 22 May 2020

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 22 May 2020 (No.2)

<u>Committee</u>	Annual Budget	Annual Forecast	Annual Forecast Variance	Budget Proportion to 22/05/20	Actual to Period 2 22/05/20	Variance to 22/05/20	
	£m	£m	£m	£m	£m	£m	
Departments:							
Community and Enterprise Resources	109.078	109.078	0.000	13.779	14.519	(0.740)	over
Facilities Streets Waste and Grounds	65.956	65.956	0.000	5.911	5.859	0.052	under
Environmental Services (Inc. Projects)	0.425	0.425	0.000	0.890	0.988	(0.098)	over
Leisure and Culture Services	19.296	19.296	0.000	4.869	4.869	0.000	-
Planning and Economic Development	2.063	2.063	0.000	(0.718)	(0.568)	(0.150)	over
Roads	21.338	21.338	0.000	2.827	3.173	(0.346)	over
COVID19	0.000	0.000	0.000	0.000	0.198	(0.198)	over
Education Resources	349.164	349.164	0.000	40.803	41.161	(0.358)	over
Education	349.164	349.164	0.000	40.803	40.931	(0.128)	over
COVID19	0.000	0.000	0.000	0.000	0.230	(0.230)	over
Finance and Corporate Resources	36.167	36.167	0.000	7.070	7.268	(0.198)	over
Finance Services - Strategy	1.982	1.982	0.000	0.407	0.408	(0.001)	over
Finance Services - Transactions	13.496	13.496	0.000	2.113	2.106	0.007	under
Audit and Compliance Services	0.330	0.330	0.000	0.082	0.081	0.001	under
Information Technology Services	4.490	4.490	0.000	2.398	2.396	0.002	under
Communications and Strategy Services	0.957	0.957	0.000	0.170	0.201	(0.031)	over
Administration and Licensing Services	4.169	4.169	0.000	0.799	0.839	(0.040)	over
Personnel Services	10.743	10.743	0.000	1.101	1.101	0.000	-
COVID19	0.000	0.000	0.000	0.000	0.136	(0.136)	over
Housing and Technical Resources	13.994	13.994	0.000	1.929	2.075	(0.146)	over
Housing Services	8.543	8.543	0.000	0.963	0.963	0.000	-
Property Services	5.451	5.451	0.000	0.966	0.966	0.000	-
COVID19	0.000	0.000	0.000	0.000	0.146	(0.146)	over
Social Work Resources	171.811	171.811	0.000	19.407	19.453	(0.046)	over
Performance and Support Services	8.046	8.046	0.000	1.119	1.120	(0.001)	over
Children and Families	35.608	35.608	0.000	4.516	4.529	(0.013)	over
Adults and Older People	126.651	126.651	0.000	13.584	13.581	0.003	under
Justice and Substance Misuse	1.506	1.506	0.000	0.188	0.177	0.011	under
COVID19	0.000	0.000	0.000	0.000	0.046	(0.046)	over
Joint Boards	2.245	2.245	0.000	0.366	0.366	0.000	-
	682.459	682.459	0.000	83.354	84.842	(1.488)	over

<u>Committee</u>	Annual Budget	Annual Forecast	Annual Forecast Variance	Budget Proportion to 22/05/20	Actual to Period 2 22/05/20	Variance to 22/05/20	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	682.459	682.459	0.000	83.354	84.842	(1.488)	over
CFCR	5.389	5.389	0.000	0.000	0.000	0.000	-
Loan Charges	49.743	49.743	0.000	0.000	0.000	0.000	-
Corporate Items	5.706	5.706	0.000	0.021	0.021	0.000	-
Corporate Items - COVID19	13.398	13.398	0.000	3.456	1.254	2.202	under
Total Expenditure	756.695	756.695	0.000	86.831	86.117	0.714	under
Council Tax	159.471	159.471	0.000	22.782	22.211	(0.571)	under rec
Less: Council Tax Reduction Scheme	(21.304)	(21.304)	0.000	(3.043)	(3.142)	(0.099)	-
Net Council Tax	138.167	138.167	0.000	19.739	19.069	(0.670)	under rec
General Revenue Grant	226.179	226.179	0.000	34.140	34.140	0.000	-
General Revenue Grant- COVID19	14.787	14.787	0.000	0.000	0.000	0.000	-
Non Domestic Rates	344.036	344.036	0.000	51.930	51.930	0.000	-
Transfer from Reserves	33.526	33.526	0.000	33.526	33.526	0.000	-
Total Income	756.695	756.695	0.000	139.335	138.665	0.670	under rec
Net Expenditure / (Income)	0.000	0.000	0.000	(52.504)	(52.548)	0.044	under

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 22 May 2020 (No.2)

<u>Budget Category</u>	Annual Budget	Annual Forecast	Annual Forecast Variance	Budget Proportion to 22/05/20	Actual to Period 2 22/05/20	Variance to 22/05/20	
	£m	£m	£m	£m	£m	£m	
Service Departments:							
Expenditure							
Employee Cost	522.172	522.172	0.000	64.766	65.095	(0.329)	over
Property Costs	51.974	51.974	0.000	4.880	5.162	(0.282)	over
Supplies and Services	56.859	56.859	0.000	5.991	4.651	1.340	under
Transport Costs	38.806	38.806	0.000	4.660	4.479	0.181	under
Administration Costs	14.680	14.680	0.000	1.662	1.623	0.039	under
Payments to Other Bodies	113.488	113.488	0.000	42.251	42.329	(0.078)	over
Payments to Contractors	199.157	199.157	0.000	16.149	14.088	2.061	under
Transfer Payments	5.486	5.486	0.000	0.744	0.742	0.002	under
Housing Benefits	70.114	70.114	0.000	5.851	5.819	0.032	under
Financing Charges (controllable)	2.018	2.018	0.000	0.505	0.473	0.032	under
Total	1,074.754	1,074.754	0.000	147.459	144.461	2.998	under
Service Departments Total	1,074.754	1,074.754	0.000	147.459	144.461	2.998	under
CFCR	5.389	5.389	0.000	0.000	0.000	0.000	-
Loan Charges	49.743	49.743	0.000	0.000	0.000	0.000	-
Corporate Items	5.706	5.706	0.000	0.021	0.021	0.000	-
Corporate Items - COVID-19	4.164	4.164	0.000	3.456	1.254	2.202	under
Total Expenditure	1,139.756	1,139.756	0.000	150.936	145.736	5.200	under
Income							
Housing Benefit Subsidy	65.158	65.158	0.000	5.294	5.294	0.000	-
Other Income	327.137	327.137	0.000	58.811	54.325	(4.486)	under rec
Council Tax (Net of Council Tax Reduction Scheme)	138.167	138.167	0.000	19.739	19.069	(0.670)	under rec
General Revenue Grant	226.179	226.179	0.000	34.140	34.140	0.000	-
General Revenue Grant - COVID-19	5.553	5.553	0.000	0.000	0.000	0.000	-
Non Domestic Rates	344.036	344.036	0.000	51.930	51.930	0.000	-
Transfer from Reserves	33.526	33.526	0.000	33.526	33.526	0.000	-
Total Income	1,139.756	1,139.756	0.000	203.440	198.284	(5.156)	under rec
Net Expenditure / (Income)	0.000	0.000	0.000	(52.504)	(52.548)	0.044	under

COVID-19 Expenditure to 22 May 2020

Additional Costs

Service	Description of Cost	Value £m
Community and Enterprise Resources		
Fleet Services	Staffing costs supporting COVID response	0.046
Facilities, Streets, Waste and Grounds	Staffing costs supporting COVID response	0.048
Facilities, Streets, Waste and Grounds	PPE, Equipment and cleaning materials for staff.	0.104
Education Resources		
Schools	Continuity of Supply Teachers	0.192
Support Services	Staffing costs supporting COVID response	0.021
Schools (Hubs)	Resources and cleaning materials	0.017
Finance and Corporate Resources		
IT Services	IT related spend to allow home working	0.136
Finance (Transactions)	Overtime to process Business Grants and Scottish Welfare Fund applications	-
Housing and Technical Resources		
Homelessness	temporary accommodation costs for homeless people, set up costs for temporary mortuary facility and the cost of PPE	0.146
Social Work Resources		
Children & Family, Justice	Staffing costs to maintain service in children's home, support to vulnerable families and young people and costs related to the early release from prison	0.046
Total Additional Costs as at Period 2		0.756

Council Tax and Council Tax Reduction Scheme (CTRS)

Service	Description of Lost Income	Value £m
Council Tax	Loss of 2020/21 Council Tax Income including cancelled Direct Debits at end April 2020	0.403
Council Tax	Loss of Council Tax arrears collection income at end April 2020	0.168
CTRS	Cost of additional payments as at end April 2020	0.099
Additional Cost/Lost Income as at Period 2		0.670

Expenditure on Food Fund

Service	Description of Lost Income	Value £m
Corporate Items	Expenditure on Food Fund related items including Free School Meals provision and food to vulnerable households.	1.254
Additional Costs as at Period 2		1.254

Lost Income

Service	Description of Lost Income	Value £m
Community and Enterprise Resources		
Planning and Economic Development	Reduced income from Planning applications	0.150
Roads	Reduced Parking income	0.356
Facilities, Streets, Waste and Grounds	Reduced school meals and care of gardens income	0.500
Education Resources		
Early Years	Reduced income from Early Years Fees, playgroups and nursery milk claims	0.099
Instrumental Music	Reduced income from Music Tuition fees	0.059
Support Services	Reduced income from Privilege transport	0.005
Finance and Corporate Resources		
Administration, Legal and Licensing	Reduced income for Licensing and Registration	0.034
Communications and Strategy	Reduced print room income.	0.028
Total Lost Income as at Period 2		1.231

Unspent Budget

Service	Description of Lost Income	Value £m
Community and Enterprise Resources		
Facilities, Streets, Waste and Grounds	Reduced expenditure on food purchases	(0.455)
Unspent Budget as at Period 2		(0.455)

Net Cost of COVID-19 as at Period 2		3.456
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SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 22 May 2020 (No.2)
Housing Revenue Account

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion to 22/05/20	Actual to Period 2 22/05/20	Variance to 22/05/20		%	Note
	£m	£m	£m	£m	£m	£m			
Employee Costs	13.721	13.721	0.000	1.682	1.656	0.026	under	1.5%	
Property Costs	46.661	46.661	0.000	5.175	3.616	1.559	under	30.1%	1
Supplies & Services	0.996	0.996	0.000	0.056	0.054	0.002	under	3.6%	
Transport & Plant	0.195	0.195	0.000	0.015	0.014	0.001	under	6.7%	
Administration Costs	5.644	5.644	0.000	0.768	0.767	0.001	under	0.1%	
Payments to Other Bodies	3.176	3.176	0.000	0.443	0.443	0.000	-	0.0%	
Payments to Contractors	0.100	0.100	0.000	0.000	0.000	0.000	-	0.0%	
Transfer Payments	0.000	0.000	0.000	0.000	0.000	0.000	-	n/a	
Financing Charges	19.448	19.448	0.000	0.000	0.000	0.000	-	0.0%	
Total Controllable Expenditure	89.941	89.941	0.000	8.139	6.550	1.589	under	19.5%	
Total Controllable Income	(107.634)	(107.634)	0.000	(9.734)	(9.601)	(0.133)	under recovered	(1.4%)	2
Transfer to/(from) Balance Sheet	(0.315)	(0.315)	0.000	(0.045)	1.411	(1.456)	under recovered	(3235.6%)	3
Net Controllable Expenditure	(18.008)	(18.008)	0.000	(1.640)	(1.640)	0.000	-		
Add: Non Controllable Budgets									
Financing Charges	18.008	18.008	0.000	2.566	2.566	0.000	-		
Total Budget	0.000	0.000	0.000	0.926	0.926	0.000	-		

Variance Explanations

1. Property Costs

This underspend reflects the reduction in the level of repairs and maintenance that can be undertaken due to COVID19 lockdown.

2. Income

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

3. Transfer to/(from) Balance Sheet

This reflects the anticipated year end transfer to reserves in relation to the underspend on repairs and maintenance due to COVID19 lockdown.

COVID-19 – Financial Impact for Council

Element of Spend	Areas of Spend	Expected Position April to June	If continued to September 2020
Additional Spend	Immediate Mobilisation : <ul style="list-style-type: none"> - Supply Teachers - Cleaning suppliers and PPE - Claims from contractors (capital works) - Loss of income from external funders (SPT) - IT / Licences etc. 	£6.1m	£12.2m
Savings Not realised	Including <ul style="list-style-type: none"> - Employability, - staff reductions 	£0.3m	£0.6m
Lost Income	*ALEO – SLLC lost income (net of reduced costs)	£2.6m	£5.2m
	Cash Flow - commercial rent	£1.0m	-
	Lost income from school meals, parking, planning and building standards	£2.1m	£4.2m
	** Lost income from capital and HRA	£14.6m	£29.2m
	***Council Tax (£0.6m for April)	£1.8m	£3.6m
	Other lost income (licencing , education, facilities)	£0.9m	£1.8m
Reduced Costs	Reduced costs for <ul style="list-style-type: none"> - school meals, - council fleet, - non-operational buildings, - non domestic rates 	(£1.8m)	(£3.6m)
Food Fund Spend	Including Free School meals vouchers and Food bank Top Ups	£1.9m	£3.8m
Total potential additional cost		£29.5m	£57.0m

* SLLC position assumes potential income from furlough

** Managing Lost income from HRA and Capital is being looked at by COSLA and the Scottish Government,

*** Council tax position for April shows approximately £0.6m reduced income. Recovery action will take place, and this figure is expected to reduce to the level of recovery that takes place.

Less :	HRA and Capital – alternative ways of managing.	(£14.6m)	(£29.2m)
Revised Potential Costs of Covid		£14.9m	£27.8m

Report

6

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Capital Programme 2020/2021 Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide an update on the 2020/2021 Capital Programmes, including budget carried forward from 2019/2020. This includes information on two programmes: the General Fund Programme and the Housing Investment Programme.

2. Recommendation(s)

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

- (1) that the previously approved budgets for the General Services Programme (Section 4) and Housing Programme (Section 5) for the year 2020/21, be noted;
- (2) that a review of the General Services Programme and the Housing Capital Programmes is underway, following the lockdown due to COVID-19, and that an update to these programmes will be presented a future meeting of this Committee, be noted.

3. Background

- 3.1. The 2020/21 General Fund Capital Programme was presented to the Council on 25 March 2020. This totalled £91.192 million and included agreed movements from 2019/20.
- 3.2. At that point, it was noted that the Revised Programme for 2020/2021 did not take account of the 2019/2020 year-end position, where there may be further projects/funding to be carried in to the new financial year.
- 3.3. The Council also approved a total Housing Capital Programme budget for 2020/21 of £97.303 million on 26 February 2020.
- 3.4. The progress in delivery of these new year programmes has been affected by the lockdown due to COVID-19. The ongoing implications of this, including the closure of construction sites in advance of the financial year end, has had an impact on the level of capital spend achieved in 2019/2020 and will continue to impact on the 2020/2021 Capital Programmes.

- 3.5. This report provides an update on both the General Services (Section 4) and Housing Capital Programmes (Section 5) following the delays associated with COVID-19.

4. General Services 2020/2021 Capital Programme Update

- 4.1. Section 3.1 notes that the Council (25 March 2020) approved a new programme of £91.192 million for 2020/2021. This programme is detailed at Appendix 1 to this report, along with the funding sources at Appendix 2.
- 4.2. As detailed at section 3.4., the delivery of the 2020/2021 Capital Programme has been affected by the lockdown due to COVID-19. Since the lockdown occurred little progress has been made in terms of construction work, with sites being temporarily closed down.
- 4.3. A review of the General Services Capital Programme is therefore underway, with a view to providing a realistic estimate of anticipated spend levels for 2020/2021. The estimates will reflect the initial lockdown delay, along with the ongoing implications of social distancing, when sites are back up and running. A separate report detailing the overall level of spend achievable for 2020/2021 will be presented to a future meeting of this Committee for approval.
- 4.4. The 2019/2020 Final Outturn report, a separate report to this meeting, notes that a carry forward total of £14.821 million is available into financial year 2020/2021. This will also form part of the review exercise detailed at Section 4.3. above.

5. Housing 2020/21 Capital Programme Update

- 5.1. **Section 3.3 notes that the** Council (26 February 2020) approved a total Housing Capital Programme budget of £97.303 million for 2020/2021. This programme and its funding sources are detailed at Appendix 3.
- 5.2. As with the General Services Programme, the overall Housing Capital Programme for 2020/2021 is being considered and post lockdown, when timescales and the impact of revised systems of working can be more accurately established, a revised position will be presented to a future meeting of this Committee for approval.
- 5.3. The 2019/2020 Final Outturn report, a separate report to this meeting, notes that there is a net £15.264 million of budget available to carry forward from 2019/2020 and that this should be added to the 2021/2022 Programme.

6. Other Implications

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

7. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning
Executive Director (Finance and Corporate Resources)

5 June 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ South Lanarkshire Council, 26 February 2020
- ◆ South Lanarkshire Council, 25 March 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:-

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General Services Capital Programme 2020/2021

	2020/2021 £m
Community and Enterprise Resources	
Leisure Centres (funded by a contribution from Glasgow City Region City Deal)	0.500
Community Facilities Fund	0.100
Roads – Carriageway Investment	11.500
Roads Related Infrastructure	2.400
Infrastructure	0.062
Food Growing / Allotments	0.080
Country Parks	0.200
Memorial Headstone Remedial Works	0.300
Roads Depot Repairs – Salt Barn Works	0.645
Hamilton Mausoleum	0.475
Clyde Gateway	0.800
Town Centre Regeneration Fund (includes £2.026m approved slippage from 2019/2020)	2.526
East Kilbride Civic Centre Masterplan	0.060
Extension / Improvement of Cemeteries (approved slippage from 2019/2020)	1.772
Existing Synthetic and Grass Pitches (approved slippage from 2019/2020)	0.300
Abington Campus for Enterprise (approved slippage from 2019/2020)	0.510
Zero Waste Fund (approved slippage from 2019/2020)	0.195
Rural Development Centre (approved slippage from 2019/2020)	0.800
Vacant and Derelict Land (approved slippage from 2019/2020)	0.453
Roads – Bridges (approved slippage from 2019/2020)	2.500
Glasgow City Region City Deal	14.779
Vacant and Derelict Land	0.697
Cycling, Walking and Safer Streets	1.404
Total Community and Enterprise Resources	43.058
Education Resources	
Schools / Early Years Growth and Capacities (includes £0.450m approved slippage from 2019/2020)	4.970
Early Years – 1,140 Hours	18.350
Schools ICT Solutions for Learning (includes £2.030m approved slippage from 2019/2020)	3.680
Growth and Capacities – St Charles' Extensions (approved slippage from 2019/2020)	2.443
Growth and Capacities – Crawforddyke Primary School (approved slippage from 2019/2020)	0.444
Newton Farm Primary School Extension	0.170
Total Education Resources	30.057
Finance and Corporate Resources	
Information Technology (net of £0.300m approved acceleration into 2019/2020)	4.036
Climate Change / Digital Transformation	1.000
Total Finance and Corporate Resources	5.036

General Services Capital Programme 2020/2021

	2020/2021 £m
Housing and Technical Resources	
Private Housing Scheme of Assistance	1.000
Planned Asset Management Programme	4.800
Prioritised Urgent Investment in Property	2.000
Lifecycle Replacement – Schools	0.750
Essential Improvements / Service Upgrades	0.640
Lock-up areas – Housing Estates	0.200
Total Housing and Technical Resources	9.390
Social Work Resources	
Community Alarms Replacement – Analogue to Digital	0.400
Social Work Care Facilities (approved slippage from 2019/2020)	3.251
Total Social Work Resources	3.651
Total General Services Capital Programme 2020/2021	91.192

General Services Capital Programme – Funding 2020/2021

	2020/2021 £m
Full Capital Programme	91.192
Funding Available	
General Capital Grant	21.373
Scottish Government – Early Years 1,140 Hours (approved slippage from 2019/2020 plus new allocation in 2020/2021)	12.497
Scottish Government – Regeneration Capital Grant (approved slippage from 2019/2020)	1.310
Scottish Government – Town Centre Regeneration Fund (approved slippage from 2019/2020)	2.026
Scottish Government – Vacant and Derelict Land (approved slippage from 2019/2020 plus new allocation in 2020/2021)	1.150
Scottish Government – Cycling, Walking and Safer Streets (new allocation in 2020/2021)	1.404
City Deal / Developers Contributions (includes approved slippage from 2019/2020)	6.626
Revenue Contribution – Early Years 1,140 Hours	0.450
External Income	0.475
Borrowing – Early Years 1,140 Hours	4.053
Borrowing – City Deal	14.879
Borrowing – General Services (includes approved slippage from 2019/2020)	19.560
Revenue Contribution	5.389
Total Funding Available	91.192

SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2020/21
HOUSING PROGRAMME
FOR PERIOD 1 APRIL 2020 TO 31 MARCH 2021

APPENDIX 3

	<u>2020/21</u> <u>Annual</u> <u>Budget</u> <u>£m</u>
EXPENDITURE	
2020/21 Original Budget	<u>97.303</u>

	<u>2020/21</u> <u>Annual</u> <u>Budget</u> <u>£m</u>
FUNDING	
Capital Funded from Current Revenue	19.448
Prudential Borrowing	53.089
Specific Grant	
- Scottish Government – New Council House	24.646
- Scottish Government – Mortgage to Rent	0.120
Total Funding	<u>97.303</u>

Report

7

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Additional Funding from Scottish Government and Other External Sources
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise Members of additional funding that has been made available to the Council by the Scottish Government and other external sources since the last report to this Committee (13 May 2020).

2. Recommendation(s)

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

- (1) that the additional revenue funding of £1.174m and additional capital funding of £0.112m, as detailed at Appendix 1 of the report, be noted.

3. Background

- 3.1. The Council is periodically advised of additional funding which is made available from the Scottish Government and other sources to enable various initiatives to be undertaken.
- 3.2. Additional funding may either be paid through the General Revenue Grant mechanism or by the completion of appropriate grant claims.
- 3.3. Details of the additional funding are attached at Appendix 1 to the report. The report details additional funding that has been reported by Resources as part of the additional resources notification process, as well as any additional funding that has increased the Council's budget by more than £0.100m.
- 3.4. As a result of COVID19, the Scottish Government has identified a number of funding streams to assist councils in managing the additional costs related to the crisis. Since the last report to the Committee, further funding in relation to COVID19 has been identified and is reflected in Appendix 1.

4. Employee Implications

4.1. None.

5. Financial Implications

5.1. Additional revenue funding of £1.174m has been identified for 2020/2021. This is in relation to the Council's allocation of the Self Employed Hardship Grant funding which the Council will pay to eligible businesses to assist them in managing the costs of COVID19.

- 5.2. Additional capital funding of £0.112m has been identified for 2020/2021.
- 5.3. Resource budgets will be updated to reflect this additional funding as required, and where appropriate, details of spending plans will be presented to Resource Committees for approval.
- 6. Climate Change, Sustainability and Environmental Implications**
- 6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 7. Other Implications**
- 7.1. There are no other implications in terms of the information contained in this report.
- 8. Equality Impact Assessment and Consultation Arrangements**
- 8.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.
- 7.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning
Executive Director (Finance and Corporate Resources)

29 May 2020

Link(s) to Council Objectives/Values

- ◆ Accountable, Effective and Efficient

Previous References

- ◆ Executive Committee, 13 May 2020

List of Background Papers

- ◆ Additional Funding Reports:
15 April 2020 to 27 May 2020

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

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

Additional Revenue Funding

Resource	Description	2020 / 2021 £m	Total £m	Method
Community and Enterprise Resources	COVID19 –Newly Self-Employed Hardship Grants	1.174	1.174	Scottish Government Grant
	TOTAL REVENUE FUNDING	1.174	1.174	

Additional Capital Funding

Resource	Description	2020 / 2021 £m	Total £m	Method
Education Resources	Gaelic Capital Fund – Refurbishment of Gaelic Learning Facilities at Calderglen High School	0.112	0.112	Scottish Government Grant
	TOTAL CAPITAL FUNDING	0.112	0.112	

Report

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Employee Workforce Monitoring Information April 2019 to March 2020 Yearly Summary
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period April 2019 – March 2020.

2. Recommendation(s)

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

(1) that the following employment information for April 2019 – March 2020 relating to the Council be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accidents/incidents;
- ◆ discipline, grievance and dignity at work;
- ◆ employee development;
- ◆ labour turnover/analysis of leavers and exit interviews;
- ◆ recruitment monitoring;
- ◆ staffing watch as at 14 March 2020.

3. Background

3.1. As part of the Council's performance management arrangements, the following monitoring information is submitted to the Executive Committee. This report for the Council provides information on the position for the period April 2019 – March 2020.

4. Attendance Statistics

4.1. Information on absence statistics for April 2019 – March 2020 for the Council and each Resource is provided in Appendices 1 – 8. Points to note are:

- ◆ The Council's average absence rate for April 2019 – March 2020 is 4.8%, an increase of 0.4% when compared to the same period last year.
- ◆ The APT&C average absence rate for April 2019 – March 2020 is 4.8%, an increase of 0.3% when compared to the same period last year.
- ◆ The teaching staff average absence rate for April 2019 – March 2020 is 3.0%, an increase of 0.4% when compared with the same period last year.
- ◆ The manual workers' average absence rate for April 2019 – March 2020 is 6.2%, an increase of 0.2% when compared with the same period last year.

In comparison to March 2019 (Appendix 8):

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions has increased by 3364 days.
- ◆ Total days lost due to psychological conditions has increased by 7093 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders has increased by 3386 days.
- ◆ Total days lost due to respiratory conditions has increased by 3500 days.

5. Occupational Health

5.1. Information on Occupational Health for the period April 2019 – March 2020 is provided in Appendix 9.

- ◆ Over the year, musculoskeletal and psychological conditions were the main reasons for medical referrals; this remains unchanged from the previous year.
- ◆ During the year, there were a total of 1674 employees referred for a medical examination and when compared to the previous year this represents an increase of 12 employees being referred.
- ◆ During the period, a total of 2246 employees attended physiotherapy treatment, which is a decrease of 14 when compared to the previous year. Of the 2246 employees referred, 71% remained at work whilst undertaking treatment.
- ◆ Over the year, 1557 employees were referred to the Employee Support Officer, an increase of 162 when compared to the previous year. Of those referrals made during the period, 90% related to personal issues.
- ◆ During the year, there were 756 referrals for counselling. This represents an overall increase of 134 referrals when compared with the same period last year.
- ◆ Over the year, a total of 165 employees were referred for Cognitive Behavioural Therapy, a decrease of 40 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for the period April 2019 – March 2020 is contained in Appendix 10.

- ◆ The number of accidents/incidents recorded for the year was 1295, an increase of 360 from April 2018 – March 2019.
- ◆ During the year, fatal incidents have decreased by 2 when compared to April 2018 – March 2019.
- ◆ During the year, specified injuries/incidents have decreased by 6 when compared to April 2018 – March 2019.
- ◆ Overall, minor accidents/incidents have increased by 337 when compared with April 2018 – March 2019.
- ◆ During the year, the number of over 3 day injuries has decreased by 3 when compared with April 2018 – March 2019.
- ◆ During the year, the number of accidents resulting in an absence lasting over 7 days has increased by 34 when compared with April 2018 – March 2019.

7. Discipline, Grievance, Dignity at Work

7.1. Information on Disciplinary, Grievance Hearings and Dignity at Work for the period April 2019 – March 2020 is contained in Appendices 11 and 12.

- ◆ During the period, a total of 145 disciplinary hearings were held across Resources within the Council which represents a decrease of 21 when compared to April 2018 – March 2019. Action was taken in 124 of these cases and there was 1 Resource appeal raised against the outcomes.

- ◆ Our target is to convene disciplinary hearings within 6 weeks. During the period 78% of hearings met this target which is a decrease of 2% when compared to the same period last year.
- ◆ During the year, 7 appeals were submitted to the Appeals Panel, of which 2 were upheld in part, 3 were not upheld and 2 were withdrawn.
- ◆ At the end of March 2020, 2 Appeals Panels were pending.
- ◆ Overall, 14 grievances were raised during the year, a decrease of 15 when compared with the previous year.
- ◆ There were 21 dignity at work incidents raised this year, an increase of 9 when compared with the previous year.
- ◆ During the period, 8 referrals for mediation were submitted, a decrease of 1 when compared with the previous year.

8. Employee Development

8.1. Information on Employee Development for the period April 2019 – March 2020 is contained in Appendices 13 and 13a.

- ◆ The Council is committed to ensuring that every employee has the opportunity to undertake learning and development which relates to their job.
- ◆ During this period, there were 26,123 attendances at training events.
- ◆ As our Learn on Line continues to develop, employees have successfully completed 90,037 e-learning packages covering a wide variety of subjects.

9. Labour Turnover/Analysis of Leavers and Exit Interviews

9.1. Labour Turnover

Information on the number of leavers and exit interviews for the period April 2019 – March 2020 is contained in Appendix 14. Exit interviews are conducted with leavers who leave voluntarily.

The Council's labour turnover figure for April 2019 – March 2020 is 4.1% and this figure remains unchanged when compared to the same period last year.

9.2. Analysis of Leavers and Exit Interviews

- ◆ During April 2019 – March 2020 there were 600 leavers eligible for an exit interview, an increase of 40 when compared with April 2018 – March 2019.
- ◆ Exit interviews for April 2019 – March 2020 were held with 20% of leavers, compared with 28% in the period April 2018 – March 2019.

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

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

9.4. During April 2019 - March 2020, 1148 employees (833.47 FTE) left employment and managers indicated that 950 (672.93 FTE) would be replaced. Six posts (3.59 FTE) were being filled on a temporary basis, 4 (2.70 FTE) posts budget is being transferred to another post, 109 (109.0 FTE) were due to the end of fixed term contracts, 3 posts (2.20 FTE) are being removed for savings and 76 posts (44.05 FTE) were being left vacant pending a savings or service review. The cumulative figures for posts being held are shown in appendix 14a.

10. Recruitment Monitoring

- 10.1. Information on Recruitment Monitoring for the period April 2019 – March 2020 is contained within Appendix 15. From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:
- ◆ 98% of applicants completed an Equal Opportunities Monitoring Form, which remains unchanged when compared with April 2018 – March 2019.
 - ◆ Of the 1028 applicants who declared themselves as disabled, 464 were shortlisted for interview and 89 were appointed. This compares to 626 applicants the previous year, of which 377 applicants were shortlisted for interview and 63 were appointed.
 - ◆ Of the 604 applicants from a black/ethnic background, 189 were shortlisted for interview and 51 were appointed. This compares to 371 applicants the previous year, of which 169 were shortlisted for interview and 26 were appointed.

11. Staffing Watch

- 11.1. Details of the number of employees in post at 14 March 2020 are contained in Appendix 16. There were 14,780 employees in post as at 14 March 2020 compared to 14,383 as at 9 March 2019, an increase of 397 employees.

12. Employee Implications

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

13. Financial Implications

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

14. Climate Change, Sustainability and Environmental Implications

- 14.1. There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

15. Other Implications

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

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

Paul Manning

Executive Director (Finance and Corporate Resources)

25 May 2020

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

- ◆ 28 August 2019

List of Background Papers

- ◆ monitoring information provided by Resources

Contact for Further Information

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

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

APT&C				Teachers				Manual Workers				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
	%	%	%		%	%	%		%	%	%		%	%	%	
April	4.1	4.2	4.0	April	2.1	1.9	2.9	April	5.2	5.7	5.2	April	3.9	4.1	4.0	
May	4.4	4.2	4.4	May	2.7	2.1	3.2	May	5.1	6.1	5.6	May	4.2	4.2	4.4	
June	4.1	4.2	4.4	June	2.2	2.3	2.7	June	4.9	6.0	5.7	June	3.9	4.3	4.4	
July	3.3	3.5	3.5	July	0.8	1.0	1.2	July	4.5	5.1	5.1	July	3.0	3.4	3.4	
August	3.7	3.7	3.9	August	1.0	1.2	1.3	August	4.5	5.4	5.5	August	3.2	3.6	3.7	
September	4.4	4.4	4.5	September	2.2	2.2	2.5	September	5.0	6.2	6.1	September	4.0	4.4	4.5	
October	4.3	4.7	4.7	October	2.4	2.2	2.6	October	5.4	5.8	6.1	October	4.1	4.4	4.6	
November	4.7	5.3	5.7	November	3.5	3.5	3.8	November	6.1	6.0	6.6	November	4.8	5.1	5.5	
December	4.9	4.9	5.7	December	3.8	3.1	3.8	December	6.7	6.3	7.2	December	5.1	4.8	5.7	
January	5.0	4.7	5.2	January	3.0	3.3	3.4	January	6.6	6.6	7.1	January	5.0	4.9	5.3	
February	5.2	4.9	5.6	February	3.0	4.0	3.8	February	6.5	6.7	7.3	February	5.0	5.2	5.6	
March	4.8	4.7	6.2	March	2.9	3.9	4.8	March	6.2	6.1	7.3	March	4.7	4.9	6.2	
Annual Average	4.4	4.5	4.8	Annual Average	2.5	2.6	3.0	Annual Average	5.6	6.0	6.2	Annual Average	4.2	4.4	4.8	
Average Apr-Mar	4.4	4.5	4.8	Average Apr-Mar	2.5	2.6	3.0	Average Apr-Mar	5.6	6.0	6.2	Average Apr-Mar	4.2	4.4	4.8	
No of Employees at 31 March 2020			7271	No of Employees at 31 March 2020			3868	No of Employees at 31 March 2020			4642	No of Employees at 31 March 2020			15781	

For the financial year 2019/20, the projected average days lost per employee equates to 11.1 days.

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

APT&C				Manual Workers				Resource Total				Council Wide			
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020
April	3.9	3.2	4.0	April	5.2	5.4	4.4	April	4.8	5.0	4.3	April	3.9	4.1	4.0
May	4.4	2.8	3.6	May	5.7	6.0	5.1	May	5.4	5.5	4.9	May	4.2	4.2	4.4
June	4.2	3.8	3.9	June	5.1	5.8	5.5	June	4.9	5.5	5.3	June	3.9	4.3	4.4
July	3.4	4.3	3.9	July	4.2	4.5	4.3	July	4.0	4.4	4.3	July	3.0	3.4	3.4
August	3.6	4.8	4.0	August	4.5	5.3	5.1	August	4.3	5.2	4.9	August	3.2	3.6	3.7
September	3.4	6.0	2.9	September	5.0	6.2	5.9	September	4.8	6.2	5.4	September	4.0	4.4	4.5
October	3.8	3.8	3.4	October	5.6	5.8	5.9	October	5.3	5.5	5.5	October	4.1	4.4	4.6
November	4.5	4.8	4.8	November	6.2	6.2	6.6	November	5.9	6.0	6.4	November	4.8	5.1	5.5
December	3.6	4.1	5.4	December	6.4	6.0	7.0	December	5.9	5.7	6.8	December	5.1	4.8	5.7
January	3.0	3.4	4.1	January	6.3	6.1	6.6	January	5.7	5.6	6.2	January	5.0	4.9	5.3
February	3.0	4.1	3.8	February	6.8	6.3	7.1	February	6.1	5.9	6.6	February	5.0	5.2	5.6
March	3.4	4.8	4.5	March	6.1	5.6	7.1	March	5.6	5.5	6.7	March	4.7	4.9	6.2
Annual Average	3.7	4.2	4.0	Annual Average	5.6	5.8	5.9	Annual Average	5.2	5.5	5.6	Annual Average	4.2	4.4	4.8
Average Apr-Mar	3.7	4.2	4.0	Average Apr-Mar	5.6	5.8	5.9	Average Apr-Mar	5.2	5.5	5.6	Average Apr-Mar	4.2	4.4	4.8
No of Employees at 31 March 2020			550	No of Employees at 31 March 2020			2914	No of Employees at 31 March 2020			3464	No of Employees at 31 March 2020			15781

For the financial year 2019/20, the projected average days lost per employee equates to 14.0 days.

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

APT&C				Teachers				Resource Total				Council Wide							
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020				
April	4.0	4.1	3.5	April	2.1	1.9	2.9	April	2.9	2.8	3.2	April	3.9	4.1	4.0				
May	4.7	4.5	4.2	May	2.7	2.1	3.2	May	3.5	3.1	3.6	May	4.2	4.2	4.4				
June	3.6	4.4	3.8	June	2.2	2.3	2.7	June	2.8	3.2	3.2	June	3.9	4.3	4.4				
July	2.1	2.4	2.4	July	0.8	1.0	1.2	July	1.3	1.6	1.7	July	3.0	3.4	3.4				
August	2.7	2.7	2.8	August	1.0	1.2	1.3	August	1.7	1.8	2.0	August	3.2	3.6	3.7				
September	4.3	4.1	4.3	September	2.2	2.2	2.5	September	3.0	3.0	3.3	September	4.0	4.4	4.5				
October	4.6	4.7	4.5	October	2.4	2.2	2.6	October	3.3	3.2	3.5	October	4.1	4.4	4.6				
November	5.0	5.7	5.8	November	3.5	3.5	3.8	November	4.1	4.4	4.7	November	4.8	5.1	5.5				
December	5.3	5.4	5.5	December	3.8	3.1	3.8	December	4.4	4.1	4.6	December	5.1	4.8	5.7				
January	5.2	5.1	5.1	January	3.0	3.3	3.4	January	3.9	4.1	4.2	January	5.0	4.9	5.3				
February	5.5	5.3	5.7	February	3.0	4.0	3.8	February	4.0	4.5	4.6	February	5.0	5.2	5.6				
March	4.7	5.0	7.1	March	2.9	3.9	4.8	March	3.7	4.4	5.8	March	4.7	4.9	6.2				
Annual Average	4.3	4.5	4.6	Annual Average	2.5	2.6	3.0	Annual Average	3.2	3.4	3.7	Annual Average	4.2	4.4	4.8				
Average Apr-Mar	4.3	4.5	4.6	Average Apr-Mar	2.5	2.6	3.0	Average Apr-Mar	3.2	3.4	3.7	Average Apr-Mar	4.2	4.4	4.8				
No of Employees at 31 March 2020				3034	No of Employees at 31 March 2020				3868	No of Employees at 31 March 2020				6902	No of Employees at 31 March 2020				15781

For the financial year 2019/20, the projected average days lost per employee equates to 8.9 days.

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

APT&C				Manual Workers				Resource Total				Council Wide			
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020
April	2.8	3.1	3.5	April		8.6	7.1	April	2.8	3.2	3.6	April	3.9	4.1	4.0
May	3.2	3.3	3.2	May	0.0	0.4	0.0	May	3.2	3.2	3.2	May	4.2	4.2	4.4
June	3.3	2.5	3.3	June	0.0	0.0	0.5	June	3.3	2.5	3.2	June	3.9	4.3	4.4
July	3.1	2.9	3.3	July	0.0	0.0	2.4	July	3.0	2.9	3.2	July	3.0	3.4	3.4
August	3.5	2.8	3.6	August	0.0	0.4	5.9	August	3.4	2.8	3.6	August	3.2	3.6	3.7
September	4.1	3.1	3.3	September	0.0	0.0	3.5	September	4.1	3.0	3.3	September	4.0	4.4	4.5
October	4.4	3.6	3.7	October	0.0	0.0	3.6	October	4.3	3.6	3.7	October	4.1	4.4	4.6
November	4.2	4.6	3.9	November	0.0	0.0	2.6	November	4.1	4.6	3.8	November	4.8	5.1	5.5
December	3.5	3.8	4.6	December	0.0	0.0	1.3	December	3.4	3.8	4.5	December	5.1	4.8	5.7
January	4.1	3.6	3.9	January	7.0	0.0	0.0	January	4.2	3.5	3.9	January	5.0	4.9	5.3
February	4.2	3.7	4.1	February	2.5	2.3	7.6	February	4.2	3.6	4.1	February	5.0	5.2	5.6
March	3.8	3.2	4.5	March	16.9	9.8	4.6	March	4.0	3.3	4.5	March	4.7	4.9	6.2
Annual Average	3.7	3.4	3.7	Annual Average	2.4	1.8	3.3	Annual Average	3.7	3.3	3.7	Annual Average	4.2	4.4	4.8
Average Apr-Mar	3.7	3.4	3.7	Average Apr-Mar	2.4	1.8	3.3	Average Apr-Mar	3.7	3.3	3.7	Average Apr-Mar	4.2	4.4	4.8

No of Employees at 31 March 2020	980	No of Employees at 31 March 2020	12	No of Employees at 31 March 2020	992	No of Employees at 31 March 2020	15781
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For the financial year 2019/20, the projected average days lost per employee equates to 8.7 days.
 Figures for manual workers only applicable from May 2017/2018

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

APT&C				Manual Workers				Resource Total				Council Wide				
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020	
April	4.3	3.9	3.9	April	4.5	6.5	6.7	April	4.4	4.9	5.0	April	3.9	4.1	4.0	
May	4.2	3.6	4.2	May	3.9	6.5	5.1	May	4.1	4.8	4.5	May	4.2	4.2	4.4	
June	3.9	4.0	4.8	June	4.4	6.2	5.0	June	4.1	4.9	4.9	June	3.9	4.3	4.4	
July	4.3	3.7	4.1	July	4.9	6.3	5.4	July	4.5	4.8	4.6	July	3.0	3.4	3.4	
August	4.7	4.1	4.0	August	4.0	5.5	5.7	August	4.4	4.6	4.7	August	3.2	3.6	3.7	
September	4.3	4.5	4.4	September	4.5	6.2	5.8	September	4.4	5.2	5.0	September	4.0	4.4	4.5	
October	3.8	4.3	4.3	October	4.4	5.9	6.6	October	4.0	4.9	5.2	October	4.1	4.4	4.6	
November	4.9	4.8	5.5	November	6.4	6.5	6.1	November	5.5	5.5	5.7	November	4.8	5.1	5.5	
December	5.0	4.4	5.2	December	9.0	6.5	6.3	December	6.6	5.3	5.6	December	5.1	4.8	5.7	
January	5.4	4.2	5.8	January	7.3	7.0	5.9	January	6.2	5.3	5.8	January	5.0	4.9	5.3	
February	5.2	4.2	5.8	February	6.1	6.6	5.7	February	5.6	5.2	5.8	February	5.0	5.2	5.6	
March	5.1	4.2	5.1	March	6.0	7.3	6.5	March	5.4	5.5	5.7	March	4.7	4.9	6.2	
Annual Average	4.6	4.2	4.8	Annual Average	5.5	6.4	5.9	Annual Average	4.9	5.1	5.2	Annual Average	4.2	4.4	4.8	
Average Apr-Mar	4.6	4.2	4.8	Average Apr-Mar	5.5	6.4	5.9	Average Apr-Mar	4.9	5.1	5.2	Average Apr-Mar	4.2	4.4	4.8	
No of Employees at 31 March 2020			880	No of Employees at 31 March 2020			570	No of Employees at 31 March 2020			1450	No of Employees at 31 March 2020			15781	

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

APT&C				Manual Workers				Resource Total				Council Wide			
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020
April	5.0	5.3	5.0	April	5.6	6.2	6.9	April	5.2	5.6	5.6	April	3.9	4.1	4.0
May	4.9	5.1	5.6	May	4.1	6.2	7.7	May	4.6	5.4	6.3	May	4.2	4.2	4.4
June	5.3	5.2	5.8	June	4.6	6.3	6.9	June	5.1	5.6	6.2	June	3.9	4.3	4.4
July	4.8	5.2	5.1	July	4.9	6.4	7.7	July	4.8	5.6	5.9	July	3.0	3.4	3.4
August	4.9	5.0	5.9	August	4.7	5.9	6.7	August	4.8	5.3	6.2	August	3.2	3.6	3.7
September	5.0	5.0	6.2	September	5.2	6.1	6.8	September	5.1	5.4	6.4	September	4.0	4.4	4.5
October	4.2	5.7	6.1	October	5.8	5.6	6.5	October	4.8	5.6	6.2	October	4.1	4.4	4.6
November	4.4	5.4	6.8	November	5.9	5.3	6.8	November	4.9	5.4	6.8	November	4.8	5.1	5.5
December	5.6	5.1	6.9	December	6.1	6.9	8.7	December	5.7	5.7	7.5	December	5.1	4.8	5.7
January	5.5	5.2	6.2	January	7.3	8.4	9.5	January	6.1	6.2	7.3	January	5.0	4.9	5.3
February	6.1	5.5	6.8	February	5.8	8.5	8.8	February	6.0	6.5	7.5	February	5.0	5.2	5.6
March	5.7	5.4	6.8	March	6.5	6.5	8.5	March	5.9	5.8	7.4	March	4.7	4.9	6.2
Annual Average	5.1	5.3	6.1	Annual Average	5.5	6.5	7.6	Annual Average	5.3	5.7	6.6	Annual Average	4.2	4.4	4.8
Average Apr-Mar	5.1	5.3	6.1	Average Apr-Mar	5.5	6.5	7.6	Average Apr-Mar	5.3	5.7	6.6	Average Apr-Mar	4.2	4.4	4.8

No of Employees at 31 March 2020	1827	No of Employees at 31 March 2020	1146	No of Employees at 31 March 2020	2973	No of Employees at 31 March 2020	15781
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For the financial year 2019/20, the projected average days lost per employee equates to 14.4 days.

APPENDIX 7

ABSENCE BY LONG AND SHORT TERM

From: 1 April 2019 - 31 March 2020

Resource	April 2019 - March 2020		
	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	2.0	3.6	5.6
Education	1.4	2.3	3.7
Finance and Corporate	1.6	2.1	3.7
Housing & Technical	2.1	3.1	5.2
Social Work	2.0	4.6	6.6
Council Overall for Apr 19 - Mar 20	3.0	1.8	4.8

APPENDIX 8

Absence Monitoring

Absence Classifications

From 1 April 2019 to 31 March 2020

Reason	% of Work Days Lost
Musculoskeletal	25
Psychological	32
Stomach	11
Respiratory	9
Others	23
Total Days Lost	100

From 1 April 2018 to 31 March 2019

Reason	% of Work Days Lost
Musculoskeletal	25
Psychological	31
Stomach	11
Respiratory	8
Others	25
Total Days Lost	100

OCCUPATIONAL HEALTH REPORTS

FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Apr-Mar 2019/20)	421	142	181	73	297	560	1674
TOTAL (Apr-Mar 2018/19)	459	144	174	94	244	547	1662

No of Employees Referred For Physiotherapy		
RESOURCE	Apr-Mar 2018/19	Apr-Mar 2019/20
Community and Enterprise	545	557
Education (Teachers)	290	306
Education (Others)	367	387
Finance and Corporate	146	149
Housing and Technical	290	268
Social Work	622	579
TOTAL	2260	2246

No of Employees Referred To Employee Support Officer		
RESOURCE	Apr-Mar 2018/19	Apr-Mar 2019/20
Community and Enterprise	315	337
Education	560	609
Finance and Corporate	76	78
Housing and Technical	132	135
Social Work	312	398
TOTAL	1395	1557

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Apr-Mar 2018/19	Apr-Mar 2019/20
Community and Enterprise	42	14
Education	60	21
Finance and Corporate	12	0
Housing and Technical	32	22
Social Work	44	32
Not Disclose	15	76
TOTAL	205	165

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-Mar 2019/20)	154	0	5	0	437	0	126	0	34	0	756	0
TOTAL (Apr-Mar 2018/19)	96	2	9	1	399	4	46	0	63	2	613	9
TOTAL									Total Referrals (Apr-Mar 2019/20)		756	
									Total Referrals (Apr-Mar 2018/19)		622	

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19
Fatal	0	1	0	0	0	0	0	0	0	1	0	2
Specified Injury	0	3	1	1	0	1	0	1	2	3	3	9
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	0	3	1	1	0	1	0	1	2	3	3	9
Over 7-day	35	15	8	4	0	0	10	12	14	4	67	35
Violent Incident: Physical	0	0	0	0	0	0	0	0	2	0	2	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 7-day**	35	15	8	4	0	0	10	12	16	4	69	35
Over 3-day	7	9	1	1	0	0	4	2	1	4	13	16
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 3-day**	7	9	1	1	0	0	4	2	1	4	13	16
Minor	80	50	25	20	1	3	20	17	28	23	150	113
Near Miss	15	14	2	0	0	0	4	6	3	1	24	21
Violent Incident: Physical	26	13	833	585	1	1	1	1	44	38	904	638
Violent Incident: Verbal	10	14	70	48	17	9	9	12	25	18	132	101
Total Minor***	131	91	930	653	19	13	34	36	100	80	1210	873
Total Accidents/Incidents	173	119	940	659	19	14	48	51	119	92	1295	935

*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 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019

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	1	75	N/A	76	1	8	N/A	9	0	67	N/A	67	45	18	13	83%
EDUCATION	12	0	4	16	3	0	0	3	9	0	4	13	10	2	4	75%
FINANCE AND CORPORATE	1	0	N/A	1	0	0	N/A	0	1	0	N/A	1	0	1	0	100%
HOUSING & TECHNICAL	5	7	N/A	12	0	0	N/A	0	5	7	N/A	12	4	4	4	67%
SOCIAL WORK RESOURCES	23	17	N/A	40	5	4	N/A	9	18	13	N/A	31	18	11	11	73%
TOTAL (Apr-Mar 2019/20)	42	99	4	145	9	12	0	21	33	87	4	124	77	36	32	78%
TOTAL (Apr-Mar 2018/19)	51	109	6	166	9	16	0	25	42	93	6	141	85	48	33	80%

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-Mar 2019/20)	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
TOTAL (Apr-Mar 2018/19)	8	5	0	13	2	0	0	2	1	1	0	2	5	4	0	9	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 2019 - 31 March 2020

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	2	3	2	7	2

RECORD OF GRIEVANCES**FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Apr-Mar 2019/20)	14	0	12	0	2
TOTAL (Apr-Mar 2018/19)	29	17	10	2	0

DIGNITY AT WORK**FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019**

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
TOTAL (Apr-Mar 2019/20)	21	9	1	0	0	11
TOTAL (Apr-Mar 2018/19)	12	8	4	0	0	0

REFERRALS FOR WORKPLACE MEDIATION

As at March 2020

WORKPLACE MEDIATION	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
No of Referrals	1	1	1	0	2	1	0	2	0	0	0	0
*No of Successful Cases	1	0	0	0	0	0	0	0	0	0	0	0
*No of Unsuccessful Cases	0	0	0	0	0	0	0	0	0	0	0	0
No of cases unsuitable for mediation	1	0	0	1	0	0	0	0	0	0	0	0

WORKPLACE MEDIATION	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
No of Referrals	1	2	0	0	0	0	2	2	0	0	1	1
*No of Successful Cases	1	0	0	0	0	0	2	0	1	0	0	0
*No of Unsuccessful Cases	0	0	0	0	1	0	0	0	1	0	0	0
No of cases unsuitable for mediation	1	1	0	0	0	0	0	0	0	0	0	0

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

Employee Development

1 April 2019 - 31 March 2020

	Attended classroom based training
Community and Enterprise	4275
Education	11144
Finance and Corporate	706
Housing and Technical	2229
Social Work	7769
Total	26,123

	Courses Completed / Passed
Community and Enterprise	4748
Education	54284
Finance and Corporate	5196
Housing and Technical	8083
Social Work	17726
Total	90,037

EMPLOYEE DEVELOPMENT

Monitoring Stats for all Training - 1 April 2019 - 31 March 2020
Finance and Corporate Resources

	Percentage (%)	Count
Male	27.1%	8527
Female	72.9%	22958
Disabled	1.3%	419
Not Disabled	83.6%	26265
Not Disclosed	2.7%	854
Not Entered	12.4%	3879
White - Scottish	82.7%	26026
White - Other British	3.0%	938
White - Irish	0.6%	178
White - Any other Background	1.1%	343
Asian - Pakistani	0.2%	46
All Others	12.6%	3958
21 Years	3.1%	968
21-29 Years	19.5%	6154
30-39 Years	21.0%	6599
40-49 Years	23.5%	7411
50-59 Years	24.8%	7808
60-65 Years	6.7%	2106
Over 65 Years	1.4%	443

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

EXIT INTERVIEWS (Apr-Mar 2019/20)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	6	6	4	5	9	30	25
CHILD CARING / CARING RESPONSIBILITIES	4	3	1	1	4	13	11
MOVING OUTWITH AREA	0	5	1	0	1	7	6
POOR RELATIONSHIPS WITH MANAGERS / COLLEAGUES	1	3	1	1	1	7	6
TRAVELLING DIFFICULTIES	0	1	1	0	3	5	4
PERSONAL REASONS	0	1	0	1	2	4	3
FURTHER EDUCATION	0	1	0	0	3	4	3
DISSATISFACTION WITH TERMS AND CONDITIONS	0	1	0	0	1	2	2
OTHER	8	22	1	4	14	49	40
NUMBER OF EXIT INTERVIEWS CONDUCTED	19	43	9	12	38	121	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	139	240	32	34	155	600	
% OF LEAVERS INTERVIEWED	14	18	28	35	25	20	

EXIT INTERVIEWS (Apr-Mar 2018/19)

NUMBER OF EXIT INTERVIEWS CONDUCTED	25	62	19	9	39	154	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	120	237	44	30	129	560	
% OF LEAVERS INTERVIEWED	21	26	43	30	30	28	

* Note these totals include temporary employees

Posts being held

April – March 2020	Number of leavers		Replace Employee		Filling on a temp basis		Plan to transfer this budget to another post		End of fixed term post		Leave vacant pending savings or service review		Plan to remove for savings	
	Total FTE*	Total H/C**	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C
Resource														
Community and Enterprise	276.50	439	146.25	285	2.35	4	0.00	0	109.00	109	18.90	41	0.00	0
Education	156.87	230	153.10	225	0.64	1	0.13	1	0.00	0	3.00	3	0.00	0
Finance and Corporate	60.45	80	37.45	46	0.60	1	1.00	1	0.00	0	19.20	29	2.20	3
Housing and Technical	79.02	89	77.33	87	0.00	0	0.69	1	0.00	0	1.00	1	0.00	0
Social Work	260.64	310	258.81	307	0.00	0	0.88	1	0.00	0	1.95	2	0.00	0
Total	833.47	1148	672.93	950	3.59	6	2.70	4	109.00	109	44.05	76	2.20	3

* Full time equivalent

** Head count/number of employees

RECRUITMENT MONITORING

Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 April 2019 - 31 March 2020

Total Number of applications received:	20090
Total Number of Equal Opportunities Monitoring forms received:	19594
Total Number of posts recruited for:	1098
Total Number of appointments:	2726

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	19612	6613	2438
Total No of Male Applicants	6372	2053	568
Total No of Female Applicants	12987	4685	1858
Total No of Disabled Applicants	1028	464	89
Total No of applicants aged under 50	15793	5432	1933
Total No of applicants aged over 50	3703	1441	489
Total No of White applicants	18585	6634	2271
Total No of Black/Ethnic minority applicants*	604	189	51

FROM : 1 April 2018 - 31 March 2020

Total Number of applications received:	13614
Total Number of Equal Opportunities Monitoring forms received:	13300
Total Number of posts recruited for:	884
Total Number of appointments:	2060

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	13300	5880	2021
Total No of Male Applicants	4253	1638	393
Total No of Female Applicants	8836	4200	1478
Total No of Disabled Applicants	626	377	63
Total No of applicants aged under 50	8132	2950	983
Total No of applicants aged over 50	1660	721	204
Total No of White applicants	12615	5462	1811
Total No of Black/Ethnic minority applicants*	371	169	26

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

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 14 March 2020

Analysis by Resource

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3163	1329	226	194	1414
Education - Others	2882	140	82	503	2157
Education - Teachers	3742	694	61	2259	728
Finance & Corporate Resources	911	210	15	382	304
Housing & Technical	1295	834	26	305	130
Social Work Resources	2787	216	191	971	1409
Total All Staff	14780	3423	601	4614	6142

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2260.73	1.00	1541.01	409.19	235.98	47.55	16.00	4.00	6.00	0.00
2077.17	1.00	1373.40	450.76	139.88	31.80	13.00	4.00	56.93	6.40
3433.29	0.00	0.69	0.00	0.00	0.00	1.00	0.00	4.00	3427.60
810.80	2.00	127.66	351.89	235.85	59.70	26.70	6.00	1.00	0.00
1240.37	1.00	202.72	643.39	347.80	32.46	11.00	2.00	0.00	0.00
2413.27	1.00	1290.00	518.26	554.01	23.00	25.00	2.00	0.00	0.00
8802.34	(excluding Teachers)								
12235.63	6.00	4535.48	2373.49	1513.52	194.51	92.70	18.00	67.93	3434.00

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

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 March 2019

Analysis by Resource

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3030	1269	212	204	1345
Education - Others	2707	127	84	465	2031
Education - Teachers	3659	675	61	2209	714
Finance & Corporate Resources	916	207	23	390	296
Housing & Technical	1306	852	19	299	136
Social Work Resources	2765	218	191	910	1446
Total All Staff	14383	3348	590	4477	5968

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2185.57	1.00	1445.36	421.82	242.75	47.64	17.00	4.00	6.00	0.00
1938.68	1.00	1260.60	429.56	124.68	28.80	15.00	4.00	59.64	15.40
3349.03	0.00	1.03	0.00	0.00	0.00	0.00	0.00	4.00	3344.00
814.43	2.00	128.83	354.53	231.75	63.62	26.70	6.00	1.00	0.00
1254.18	1.00	189.46	670.63	346.09	35.00	10.00	2.00	0.00	0.00
2384.81	1.00	1328.99	466.47	544.35	20.00	22.00	2.00	0.00	0.00
8577.67	(excluding Teachers)								
11926.70	6.00	4354.27	2343.01	1489.62	195.06	90.70	18.00	70.64	3359.40

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

Report

9

Report to: **Executive Committee**
 Date of Meeting: **24 June 2020**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Outcome of Mid-term Review of Connect**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Provide the updated Connect following a mid-term review.

2. Recommendation(s)

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

- (1) that the updated Council Plan, Connect, attached at appendix 1, be approved.

3. Background

- 3.1. The Council Plan - Connect 2017-22 was approved in December 2017 and set out the council's key actions to be delivered over five years, around a long-term vision to improve the quality of life of everyone in South Lanarkshire.
- 3.2. The vision is supported by a number of objectives relating to the delivery of operational services and values which influence how we work. These permeate through all levels of the organisation, known as the 'golden thread'.
- 3.3. As the plan approached the mid-point of its five-year term, it was appropriate to conduct a mid-term review of progress, and to health-check priorities and emphasis in light of the changing internal and external pressures impacting on the council.
- 3.4. The updated Connect following that mid-term review in late 2019 provided a refreshed focus for the council to achieve its priorities over the next two years and to build upon the successes achieved to date.
- 3.5. However, following the completion of work on the mid-term review the pressures impacting on the council changed significantly as a result of the COVID-19 pandemic and the measures taken to minimise its spread. Some services had to be temporarily withdrawn or reduced as the council focused on key frontline services and took on an extensive range of new services in response to the pandemic.
- 3.6. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which will be shared with Elected Members and will be developed in parallel with Resource Plans. These will, in turn, inform work in developing the next Council Plan, 2022-2027.
- 3.7. It is considered appropriate that the work undertaken through the mid-term review of the current Council Plan will still be an important consideration in developing those

Resource Plan and the next Council Plan, albeit that the context has now changed. This report therefore presents the updated version of Connect for approval by the Executive Committee.

4. The mid-term review

- 4.1. The purpose of the mid-term review was to bring the Council Plan up to date in terms of the latest context and challenges facing South Lanarkshire. The aim of the review was to check our direction of travel; reaffirm the vision, values and priorities which underpin our work; and to “fine-tune” elements of the plan to reflect the current situation and policy context.
- 4.2. The Council’s Best Value Assurance Report (BVAR), published by Audit Scotland in March 2019, made the following specific recommendation in relation to the Council Plan:
 - ◆ To increase the impact of the council’s efforts in achieving its strategic objectives, links between the council plan (Connect Plan) and the LOIP (Community Plan) should be made clearer with a sharper focus on the key areas of activity.
- 4.3. The revised Plan addresses this recommendation in two ways. First, the revised Plan incorporates a graphic which shows how the priorities within the Council Plan relate to the key activities in the Community Plan. Second, linkages have been made between the Next Steps in the Council Plan and actions within the Community Plan.
- 4.4. Testing of the vision, values and priorities within the Plan was carried out in January and February 2020. An online survey, open to all residents, was used to gather views on the council’s approach. To supplement this, views were sought specifically from older people’s groups and young people, to ensure these key stakeholders had the opportunity to engage with the planning process.
- 4.5. Taking the above into account, appendix 1 contains a final draft of the updated Council Plan which:
 - ◆ Updates the horizon scanning element of the Plan – the “South Lanarkshire Context”;
 - ◆ Clarifies what is important by highlighting four Priorities (which were previously described as “Ambitions”);
 - ◆ Makes the Plan simpler and shorter by moving the 11 objectives into an appendix;
 - ◆ Establishes stronger links between the Council Plan and the Community Plan as described in 4.2 above; and
 - ◆ Incorporates refreshed Next Steps to help guide performance reporting in the next 2 years.

5. Next Steps and recommendations

- 5.1. The mid-term review is part of a longer-term process which looks towards the production of a new Council Plan at the beginning of 2022.
- 5.2. Moving forward, the next stage of the process will be undertaking extensive consultation and planning for the next version of Connect. This will have to fully take into account the impact of COVID-19 on the council’s services and financial position.
- 5.3. As part of this work there will be discussions on the relationship between the key strategic planning documents. In particular there will be a joint programme of work involving the council and partners to more closely link and align the Council Plan and

the Community Plan (LOIP), taking into account the Local Code of Corporate Governance.

5.4 A report setting out the key stages and the timetable will be brought to a future Committee.

5.5 It is recommended that:

- ◆ the final draft update of Connect following the mid-term review, attached at appendix 1, be approved.

6. Employee Implications

6.1. There are no direct employee implications.

7. Financial Implications

7.1. There are no direct financial implications.

8. Climate Change, Sustainability and Environmental Implications

8.1. There are no climate change implications as a result of this report. However the mid-term review acknowledged the need to take action in response to climate change and the emphasis placed on this will help Resources to highlight and prioritise appropriate actions going forward.

9. Other Implications

9.1. None.

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. Testing of the with public/interest groups (Seniors etc) was undertaken in January and February 2020.

Paul Manning

Executive Director (Finance and Corporate Resources)

21 February 2020

Link(s) to Council Objectives/Values/Ambitions

- Achieve results through leadership, good governance and organisational effectiveness

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:-

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South Lanarkshire Council's Council Plan 2017 – 22

**Updated version, February 2020
following a Mid-term Review**

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Contents

Section		Page
1	Introduction – by Leader and Chief Executive	
2	Purpose and delivery of the Plan	
3	The South Lanarkshire context	
4	How we deliver for South Lanarkshire	
5	What is next and what is important?	
6	Delivering our Plan	
Annex 1	How do we get there?	

Section 1

Introduction

Welcome to the updated version of Connect 2017-22, the Council Plan for South Lanarkshire, following a mid-term review.

That mid-term review updated the original Connect in the light of where the council is now, at the start of 2020. The fundamental elements of the Council Plan remain sound and will continue to guide the work of the council. The mid-term review refreshed the commitment to our vision and values, and ensured our actions remain appropriately focused in the light of recent developments and the foreseeable pressures on council services over the next few years.

The Council Plan remains one of the most important documents prepared by the council as we set out our vision, values and ambitions, and it publicly states what we hope to achieve in order to improve outcomes for local people.

As such, this updated document clearly states how the council will continue to serve local communities and residents over the remaining term of the Council Plan. At the very heart of this is our vision, which is **to improve the quality of life of everyone in South Lanarkshire**.

That vision is the driver behind this plan and everything the council does, through the services delivered by our five Resources (Education, Social Work, Community and Enterprise, Housing and Technical, and Finance and Corporate) and in the work we do with communities and partners, such as through the South Lanarkshire Community Planning Partnership and the Health and Social Care Partnership.

The pages which follow set out the purpose of this Council Plan and place this in the latest local and national context. Using the existing Council Plan as the starting-point, the mid-term review emphasised our four priorities going forward – priorities which were stated as ambitions in the previous plan but which now take centre stage as the key drivers of the council's activities.

The preparation of this plan has included consultation with partners and the wider community, as well as council staff – the hard work and commitment of our employees are crucial when it comes to delivering council services, and they are fundamental to the delivery of this plan.

Working together, our aim is to ensure South Lanarkshire remains a great area for our residents to live, and an attractive place for others to visit and in which to invest. This plan outlines how we will deliver on that aim, and on that core vision to improve the quality of life of everyone in South Lanarkshire.

John Ross

Leader of the Council

Cleland Sneddon

Chief Executive

Section 2

Purpose and delivery of the Plan

The Council Plan Connect sets out what we aim to achieve and how that will be done, making the most effective use of resources to deliver the best possible services.

Learning from experience, we have taken the opportunity to update Connect to make it clearer in terms of explaining what is important, what we plan to do during the remainder of the period covered by the plan, and what difference this will make.

The council's Vision "to improve the quality of life of everyone in South Lanarkshire" remains at the centre of Connect. Our values are fundamental to the way the council operates, underpinning and guiding everything we do.

Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Values

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

We recognise that to realise our vision we need to work closely with our communities and Community Planning Partners and, following the mid-term review of Connect, we set out how we work with others to deliver our commitments and priorities.

Following consultation, the council has identified these four priorities:

Our Priorities

Improve health, care and wellbeing
Ensure communities are safe, strong and sustainable
Promote sustainable and inclusive economic growth and tackle disadvantage
Get it right for children and young people

The Council Plan also contains details of what difference we want to make working with the people and communities in the South Lanarkshire area. In working towards these priorities, the council continually will aim to improve and ensure effective and efficient use of resources, and our business will be conducted with integrity and transparency and will operate to the highest standards.

Connect Priority	What difference this will make
Improve health, care and wellbeing	<ul style="list-style-type: none">• Older people will live more independently and choose what matters most about their care and support• South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs• People will be healthier, fitter and improve their quality of life by through opportunities to access the outdoors, make appropriate food choices, and make

	use of the leisure and cultural facilities and the activities provided by the council
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Communities will be empowered and South Lanarkshire will be an environmentally responsible, low-carbon, climate-resilient, clean, attractive and well designed place to live, work and play • Housing needs will be met with the right mix of good quality, affordable and energy efficient homes
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • A strong local economy will create the right environment for business growth, to help people find employment and communities to thrive • The quality of life and opportunities in the most deprived neighbourhoods and communities will improve • A high quality and well maintained road and public transport network will enable the flow of people, goods and services and meet the needs of communities • Businesses are supported in the transition to a low carbon and circular economy, able to harness the opportunities these will bring and benefit from lasting and long-term change
Get it right for children and young people	<ul style="list-style-type: none"> • Children, young people and adults will be protected from all forms of harm, abuse and neglect • All learners in South Lanarkshire will achieve their full potential attainment and achievement • Teachers and educators will set high aspirations and celebrate success • Children and young people will be empowered to protect their future from the effects of climate change through education and collective action

Section 3

The South Lanarkshire context

South Lanarkshire is home to more than 319,000 people and is one of the largest and most diverse areas of Scotland. The council covers 180,000 hectares of land stretching from close to the centre of Glasgow to near the Scottish Borders. The area has a mix of urban, rural, and former mining environments - almost 80% is classed as agricultural but 70% of the population live in the major settlements in the north.

There are four towns in South Lanarkshire with a population of more than 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population of more than 1,000.

The council provides services for everyone in the South Lanarkshire area. Our Council Plan considers the key issues affecting the council, its communities, partners and individuals as well as other external influences. These factors range from social trends, such as the ageing population, to technological developments like the increasing use of social media and mobile technology. Some of the major influences are set out below, while the remainder of this plan shows how we intend to deliver services within the context of these developments.

Climate emergency

One of the most significant changes since the Council Plan 2017-2022 was approved is growing realisation across the UK and the rest of the world that climate change due to global warming is a deepening crisis which requires an emergency response. Impacts will be felt across the whole range of the council's operation as action on this front gathers pace. In view of this, South Lanarkshire Council approved a motion on 25 September 2019 setting out a statement of intent in response to the climate change emergency. The Council acknowledged the "serious and immediate" threat of climate change and called for an acceleration of the pace of action to tackle the climate emergency. As part of its own response, the Council agreed to establish a committee on Climate Change and Sustainability to oversee climate change work across the council. This updated version of Connect reflects the importance and urgency of this issue, with climate change and sustainable development placed centre stage in our thinking about how we deliver services in the future.

Sustainable Development

The council has been monitoring and reporting on its carbon footprint since 2005, and over that period, has reduced its carbon emissions by 27%. (The council's Carbon Management Plans provide details on how this was achieved.) Although it has already made good progress in this area, the council now has a duty to meet the national target of net-zero emissions by 2045. This new target will have a direct impact on its work, with advisors to the Scottish Government recommending that more could be done to reduce emissions, particularly from transport and land use, and better use made of renewable heat.

The council also needs to develop long-term measures to allow its communities to adapt and become more resilient to the effects of climate change, now and in the future. The climate has already changed here in the West of Scotland, with warmer temperatures, increased rainfall, and more frequent severe weather impacting on many aspects of our communities, including health, housing, transport, water resources and energy demands.

Using the principles of sustainable development, the council aims to provide improved local services, whilst still ensuring the resilience and sustainability of the environment, the economy and local communities.

Zero Waste Plan and circular economy

Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society, where all waste is seen as a resource i.e. waste is minimised and valuable resources are not disposed of in landfill.

The plan sets challenging targets for the recycling and composting of domestic waste by local authorities (60% by 2020 and 70% by 2025), which should be achieved alongside the Scottish Government's forthcoming ban on the landfilling of municipal biodegradable waste.

To meet these targets, the council is continuing to promote waste minimisation, reuse and recycling within South Lanarkshire, implementing policies designed to maximise recycling and reduce waste sent to landfill.

The Programme for Government 2019-20 has made a commitment to introduce legislation on developing Scotland's Circular economy. Circular economy is one in which resources are kept in use for as long as possible. The council will incorporate the circular economy principals which can help benefit the environment by cutting waste and carbon emissions; the economy but improving productivity and opening up new markets; and communities by providing local employment opportunities. This will involve all resources but Procurement and Waste Services will have a key role to play. The council has a focus on single use items and promotes the use of reusable items wherever possible.

Fair, healthy, and sustainable food system

The council has been active in relation to food issues for many years, with various activities and initiatives across council departments and in collaboration with partners and third sector organisations. Ensuring the adoption of a co-ordinated and comprehensive approach to tackling food issues and to delivering initiatives within a strategic framework is now a priority for the council. To do this, a Food Strategy for the period 2019-2024 is being prepared and will encompass social, health, economic and environmental concerns related to food. The development of the strategy is also aligned with the national priority to make Scotland a Good Food Nation.

Brexit

The potential impacts of Brexit continue to be a source of great uncertainty, even though Brexit-preparedness at a UK and Scottish level has moved on since the Council Plan was published. The Scottish Government recently published a No Deal Plan, which identifies a new £7 million Rapid Poverty Mitigation Fund for local authorities. This is non-recurring revenue funding for 2019/20 and, in the event of a No Deal, will be distributed to local authorities to direct towards people and communities in greatest need.

Financial challenges

The financial situation for local authorities continues to be challenging, with budgets reducing in real terms since 2013/14, while demand for services continues to increase. Over and above this increasing demand – which is driven by a combination of social, technological and demographic factors – the ability to plan for the future is limited by single-year grant allocations.

Owing to the Scottish Governments declaration of a Climate Emergency there may be financial opportunities such as the Decarbonisation Fund and Switched on Fleets to enable the council to

transition to a low carbon economy. The council will look to benefit from these opportunities where possible.

Community Empowerment

Since the Community Empowerment (Scotland) Act 2015, the community empowerment agenda has moved on, both nationally and within South Lanarkshire. Community empowerment challenges councils and partners to adopt a new way of thinking, working with individuals and communities to jointly design and improve the services that local people need. The council has established a new Community Participation and Empowerment Team (CPET) to help achieve the transformation required.

Legislative and policy Changes

As in 2017, a raft of new legislation will have significant implications for councils and their services. Among the most far-reaching is the new Climate Change Bill which, as noted above, commits Scotland to a target of net-zero emissions of all greenhouse gases by 2045. This comes alongside measures within the Transport Bill giving councils greater say in local bus services and providing options to tackle the growth of traffic in town centres. The role of councils in local decision-making is under examination within the Local Governance Review, which is looking at how best to devolve power to local communities and places in Scotland. Other legislation of note includes:

- The Redress (Survivors of In Care Abuse) Bill
- Transient Visitor Levy Bill
- Changes in national homelessness policy
- New School Food Regulations (to be introduced in October 2020)
- The Transport Bill, which implements a ban on pavement parking and provides for local authorities to have the option to establish municipal bus services
- In the wake of the Grenfell Fire, changes to Scottish building standards came into force on the 1st October 2019 strengthening fire safety standards in new high rise buildings and improving facilities for people with disabilities in new larger buildings. These changes will extend the council's statutory role in terms of carrying out a greater degree of inspection of new buildings and ensuring adherence to new standards through the building warrant process.
- The Planning (Scotland) Act 2019 received Royal Assent on 25th July 2019. This Act aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- The Domestic Abuse (Scotland) Act 2018 has created a new criminal offence of domestic abuse; covering physical abuse but also other forms of psychological abuse and coercive and controlling behaviour, bringing clarity for victims so they can see explicitly that what their partner or ex-partner has done to them is wrong and helping ensure perpetrators can be held to account under the criminal law.
- The Children (Equal Protection from Assault) (Scotland) Bill was introduced in the Scottish Parliament on 6 September 2018. The Bill intends to give children equal protection from assault by prohibiting the physical punishment of children by parents and others caring for or in charge of them.
- The new Health and Social Care Standards came into effect in April 2018 replacing the National Care Standards. The new Standards set out what we should expect when using

health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to be upheld.

- The Scottish Government's Mental Health Strategy 2017-2027 presents a guiding ambition for mental health that is simple but, if realised, will change and save lives. The aim is to prevent and treat mental health problems with the same commitment, passion and drive as we do with physical health problems. Alongside these aims, South Lanarkshire want to create a Scotland where all stigma and discrimination related to mental health is challenged. Adult Mental Health Services in South Lanarkshire are progressive and aim to continuously improve. The Customer Service Excellence Award has been achieved for nine years, continuously demonstrating the high level of customer service attained.
- Emerging themes from the new National Transport Strategy include: economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions.

Population

The population of South Lanarkshire is increasing, especially those in younger age-groups. At the same time, the number of older people (85+) is increasing, and with it the number of older people with complex needs. The working-age population is reducing and the workforce is getting older, a demographic shift which raises challenges for sectors such as social care.

Glasgow City Region City Deal

The Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across Glasgow and the Clyde Valley. It is being used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market.

As part of the City Deal, South Lanarkshire Council is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is underway. Development work is also underway in relation to the Stewartfield Way project in East Kilbride which is scheduled for completion in future years.

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

In addition, the City Region partnership collaborate on a number of strategic themes which seek to establish a common approach to supporting businesses, key sectors, inward investment, skills and employability, innovation and inclusive growth. South Lanarkshire Council is the lead authority on the Skills and Employability theme which aims to identify the skills employers will need for the future, and ensure that schools and education providers are geared up to provide them e.g. tackling the skills gaps in the NHS and social care.

The Glasgow City Region City deal has been the catalyst for improved collaboration across the City Region. Now that many projects are well into the delivery phase, the City Deal is unlocking longer-term benefits of the partners working together. The city region has also adopted a Regional Economic Strategy and Economic Action Plan and has sparked other collaborative activity, such as the West Partnership Regional Improvement Collaborative.

Tackling Poverty, Deprivation and Inequality

Scottish Index of Multiple Deprivation (SIMD) statistics have highlighted persistent levels of deprivation within a number of South Lanarkshire communities. Tackling local inequalities therefore continues to be a key challenge for us and our partners. The development and implementation of the South Lanarkshire Community Plan and the adoption of our shared overarching objective will help focus the efforts of the council and its partners on tackling poverty, deprivation and inequality in South Lanarkshire.

'In work' poverty is a significant issue and an increasing trend across Scotland and the UK. We are an accredited Living Wage Employer and are continuing to encourage other local employers to pay the living wage to help tackle in-work poverty.

Welfare Reform

Welfare Reform continues to present significant challenges. The establishment of the Social Security Agency has been significant in beginning to take forward these government priorities. As the level of welfare support reduces, people have less money to spend, and this has the potential to drive up demand for a range of council supports and services.

Along with partner agencies, the council will continue to devote significant resources to address the impact of Welfare Reform, support the implementation of the new Scottish system, support our residents and secure their income.

Affordable Housing

The Scottish Government has committed to delivering 50,000 affordable homes by March 2021. This represents a 67% increase in affordable housing supply, with 35,000 homes for social rent.

Through the Local Housing Strategy, we will work with partners to ensure there is an effective housing system across all property types. The Strategic Housing Investment Plan (SHIP) sets out our plan for the delivery of a total of 1,552 affordable houses in partnership with other Registered Social Landlords (RSLs) over the next five years and we will continue to work with RSL partners to increase the supply within South Lanarkshire to meet need. Overall, the council plans to deliver a minimum of 1,000 additional council houses, including those that are currently underway, by 2022.

Homelessness and Rapid Rehousing Transition Plans

In October 2017, the Scottish Government set up the Homelessness and Rough Sleeping Action Group (HARSAG) to produce short and long-term solutions to end homelessness and rough sleeping.

Rapid rehousing is about taking a housing-led approach for people that experience homelessness with a focus on making sure they reach a settled home as quickly as possible, and limiting the amount of time that is spent in temporary accommodation.

The HARSAG produced a final report in June 2018 which put forward a number of recommendations, including that local authorities should develop Rapid Rehousing Transition Plans (RRTP). These plans set out how local authorities and community planning partners intend to transform the use of temporary accommodation with the aim of promoting rapid rehousing.

As part of the Local Housing Strategy (LHS) delivery framework, a multi-agency Homelessness Steering Group was established, with representation from Registered Social Landlord Housing

Providers, Health and Social Care, Support Services, and Third Sector partners, with a remit for progressing actions to achieve the LHS Priority Outcomes for addressing homelessness.

South Lanarkshire's Rapid Rehousing Transition Plan 2019-24 was developed in conjunction with a wide range of partners and submitted to the Scottish Government in December 2018. The final plan was approved by Housing and Technical Resources Committee on 23 January 2019

Private Rented Sector

The Private Sector Tenancies (Scotland) Act 2016 increases the security of tenure for tenants and the responsibilities of landlords. At the same time, the continuing implementation of the Welfare Reform programme may act as a disincentive for private landlords to continue to operate in the sector. This may result in a reduction in the supply of private rented housing within South Lanarkshire.

We will monitor the impact which the legislation has on the council's waiting list and on levels of homelessness. At the same time the council will continue to work with the sector to promote the provision of good quality, well-managed homes.

Other Issues

Other issues which will continue to present challenges include ongoing efforts to tackle disadvantage, including closing the poverty-related educational attainment gap; increasing demand for housing and the push for affordability in the housing sector; the pace of digital transformation including digital inclusion, and the range of action and investment needed to address the climate emergency.

Section 4

How we deliver for South Lanarkshire

The council delivers a wide range of services, which cover all communities and touch every household in South Lanarkshire. Guided by our vision and values, and taking account of the challenges and opportunities presented by the wider context, the council's five Resources will focus on delivering the services that people and communities need over the life of the Council Plan.

In everything we do, we strive to continually improve performance and make the best possible use of resources for the people of South Lanarkshire. In setting out our vision and priorities, the Council Plan confirms our clarity of purpose and our ambitions for the future. Taking their lead from Connect, each of the council's [Resources](#) will prepare annual plans which will spell out in greater detail how the ambitions are being delivered throughout South Lanarkshire. This approach forges a strong and transparent link between the council's strategy and the day-to-day business of council services. Performance will be reported and scrutinised by committees regularly at both Connect and Resource level and reported to the public.

[Community and Enterprise Resources](#) comprises various services operating from a wide variety of locations throughout South Lanarkshire. The diverse range of services contributes significantly to the quality of life experienced by both residents and visitors to South Lanarkshire. Activities include:

- maintaining our road network to support safe and effective transport, and promoting active travel
- collecting and disposing of waste and encouraging recycling
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces
- promoting economic development and delivering support for local businesses
- providing Planning and Building Standard services which guide and control physical development and land use in the area
- protecting public health through the delivery of environmental health services
- supporting consumer support through trading standards services
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial, concierge, and school crossing patrol services
- providing bereavement services
- managing the council's vehicle fleet including: refuse collection, roads maintenance, street sweeping and passenger transport
- leading the council in developing and promoting sustainability, environmental responsibility and climate change mitigation and adaptation
- leading the council in promoting and developing a fair, healthy, and sustainable food system

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

[Education Resources](#) is South Lanarkshire's largest service. There are 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. Education is both a national and local priority.

Our ambition is to deliver services of the highest quality which inspire learners, transform learning and strengthen communities.

We want to provide the best possible learning experiences for children, young people and adults. This will include looking at how best to enhance our early learning and childcare provision in order to meet the needs of families.

We want to raise achievement and attainment and improve children and young people's health and wellbeing. Our focus will be on raising standards, particularly in literacy and numeracy and in closing the gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. We also want to provide our young people with the necessary skills for life and work.

We want our schools and other places of learning to be inspirational, safe and welcoming, and where our staff set high aspirations for all learners, while reducing inequalities.

The National Improvement Framework, with its emphasis on both excellence and equity in equal measure for all children and young people, builds on the implementation of Curriculum for Excellence. This will be the focus for our schools and services over the coming years as we strive to achieve better outcomes for learners.

[Finance and Corporate Resources](#) provides the framework of support which allows the council to deliver its wide range of services on behalf of local people.

This includes the creation and maintenance of key strategies, such as the long-term financial strategy, workforce planning and digital transformation, which ensure the council is run effectively and efficiently. Services provided through the Resource include:

- overseeing the council's budget and ensuring it delivers the ambitions of this Council Plan
- responsibility for the billing and collection of revenue for the council, including Council Tax from domestic properties and non domestic rates from other properties
- helping citizens access services in ways they find convenient, through advice from the Q and A services and Customer Services Centre. Enquiries cover a wide range of services including bin collections, reporting potholes and disabled parking permit requests
- coordinating work with communities and partners to deliver on our priorities and commitments
- through the provision of Personnel Services and driving workforce planning, ensuring the council has the right people with the right skills in place at the right time
- by improving processes through digital transformation, working to increase the efficient delivery of services and allow citizens to access services in ways they prefer and find more convenient
- providing services for the registration of births, deaths and marriages, including civil ceremonies, the Nationality Checking Service and Placing Request Appeals
- responsibility for the administration of licensing applications
- providing administrative support for councillors and committees as they make decisions about the services provided by the council, as well as its legal, internal audit and communications services

[Housing and Technical Resources](#) is the fourth largest social landlord in Scotland and delivers a comprehensive range of key housing management, homelessness, property and land management, repairs, maintenance and improvement services.

Activities include:

- managing a stock of approximately 24,900 homes
- provision of a comprehensive range of services to help prevent and alleviate homelessness, working with over 1,900 homeless households in 2018-19
- provision of our Home Options service with a specific focus on homelessness
- managing the council's adaptation service which helps people with special requirements to continue to live independently
- responsibility for developing and implementing strategies and plans, such as the Local Housing Strategy, Rapid Rehousing Transition Plan, the Strategic Housing Investment Plan and the Tenant Involvement Strategy

- maintaining, repairing and undertaking improvements to the council's property portfolio including energy improvements.
- managing the council's portfolio of properties and land
- working towards our target of building at least a further 1,000 new council homes by 2021
- Providing support to Syrian refugee households settled in our communities.

[Social Work Resources](#) continues to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and supporting people to maximise their potential, maintain their independence and improve outcomes.

Our Participation and Involvement Strategy sets out the principles through which service users and carers are empowered to influence and shape decisions affecting their lives.

Social Work leads on a range of council objectives. These are often delivered with a variety of internal and external partners including voluntary and independent provider organisations which offer a range of services designed to enable, support, improve and protect the health and social care of people in South Lanarkshire. Activities include:

- dealing with over 50,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults and their carers
- providing care at home
- community support services, respite and residential services
- enabling carers to continue in their caring role – for example through carers' organisations which supported over 4,000 carers in 2018-19
- assessment and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Whilst there are challenges facing Social Work, there are also real opportunities, in particular the continuing implementation of health and social care integration, Integrated Children's service planning, and the implementation of the Community Justice Plan.

The work of Social Work Resources builds on and enhances the existing joint working relationships across the partner agencies in South Lanarkshire.

Section 5

What is next and what is important?

Our Vision

The council's Vision to **"improve the quality of life of everyone in South Lanarkshire"** remains at the heart of the Council Plan and, along with our Values, influences everything that we do. Our four **priorities** state where we will direct our energies to achieve the overall vision.

Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

Our Values

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



Our Values

Our Values are at the core of everything we do. Our Values lead us to set strategic direction and strive for excellence in delivering the services used by residents, customers and visitors in South Lanarkshire.

Our Values for South Lanarkshire are:

Focused on people and their needs

In all that we do, we are focused on the needs and the strengths of the people and communities of South Lanarkshire. This means delivering services that people want and in ways that suit them. The feedback we receive from our customers is key to shaping our services. We listen to what people have to say by talking to them, holding workshops and carrying out surveys and we compare our customer satisfaction against other authorities using the Scottish Household Survey. Local surveys across a wide spectrum of service users further inform how we plan and manage services – from what pupils and parents think about our local schools to the views of carers about respite services and residential care.

Focusing on people and what they want is critical when considering how to make the best use of public funds. Delivering services to those who need them most is a key feature of how we work. In partnership with our communities and our Community Planning Partnership (CPP) partners, we have developed the Community Plan to improve local outcomes in South Lanarkshire with an overarching objective to tackle poverty, deprivation, inequality and the challenges from a changing climate.

Working with and respecting others

Community empowerment and partnership working is essential to the delivery of effective services and extends not only to other organisations but also service users and communities. For example, schools work in partnership with parents and learners, and vulnerable people are supported in partnership with their carers.

Accountable, effective, efficient and transparent

We are accountable for the decisions we make and the services we deliver. Accountability lies at the heart of what we do, and all key decisions are subject to scrutiny by Elected Members (Councillors) through the system of committees and scrutiny forums. Our accountability extends to the results we achieve: we aim to be effective, efficient and transparent, minimising waste and achieving better outcomes for people, communities and the local environment.

Ambitious, self aware and improving

We continually strive to improve our services and make a difference to the lives of the people of South Lanarkshire. We do this through performance monitoring and self evaluation, developing improvement plans where we recognise that we could do better. Driving all of this activity is our goal to achieve more: to improve our performance and achieve better use of our resources. We make all this performance information available in our Public [Performance](#) Reports.

Fair, open and sustainable

We conduct our business honestly, openly and effectively. This means being open to new ideas and testing different approaches, continually looking for better ways to deliver services and get the most value from every pound spent. It means adhering to high standards of governance, being open about why decisions are made and reporting our performance in a rounded and balanced way.

We are a sustainable council, and environmentally responsible in everything we do. Our approach goes beyond looking after the environment and cutting back on greenhouse gas emissions. It is

about making decisions which make sense in the longer term, and targeting and prioritising resources in ways which ensure services are fit for the future. We recognise the imperative of taking action across many fronts to combat climate change, and awareness of this requirement is reflected throughout our work. We also recognise the importance of working with our communities in the transition to a low carbon economy and becoming climate resilient.

Excellent employer

As a council, we aim to ensure our employees are equipped to meet the challenges ahead, build their resilience, support them through personal and organisational change and maximise their performance and competence. We want our employees to be committed, motivated, happy at their work, highly competent and able to deliver on the objectives of the council.

Our Values support and strengthen one another.

Our Priorities

Our priorities for South Lanarkshire are to:

Get it right for children and young people

Keeping our children safe, and away from harm, and improving their wellbeing is a key priority. It is everyone's responsibility to help ensure our children are safe. We make a difference by working together to help improve the outcomes for individual children and families, including keeping safe on the internet, enjoying a healthy and active lifestyle and having someone to talk to. We will seek to protect our children's future from the effects of climate change and empower children and young people to take action.

Improve health, care and wellbeing

This priority is about helping individuals and communities to achieve and maintain good health – both good physical health and good mental health. It is about ensuring that the most vulnerable members of society receive care and protection, which is provided in a way that maximises choice and independence, in line with the national outcomes. This includes accessing good quality outdoors to maintain and enhance good health and wellbeing.

Promote sustainable and inclusive economic growth and tackle disadvantage

This priority is about strengthening South Lanarkshire's economy, bringing jobs and opportunities to local people, encouraging growth and investment, and supporting the transition to a low carbon economy which is fundamental to the wellbeing of South Lanarkshire and its residents. It is also about reducing the gap between the most and least disadvantaged and affluent communities, giving everyone an equal opportunity, and creating conditions which enable individuals and communities to contribute equally and share in any economic benefits.

Ensure communities are safe, strong and sustainable

We want to build on our communities' strengths to help them be safe, vibrant, resourceful and engaged. Our aim is to help create attractive, thriving, environmentally responsible low-carbon and climate-resilient communities, neighbourhoods and places where people not only feel safe, but take pride in where they live and can access the services they want, including quality greenspace. We aim to do this through work with communities and people. With the implementation of our Community Justice Plan there is a clear focus on creating an inclusive and respectful society, in which all people and communities live in safety and security, individual and collective rights are supported, and disputes are resolved fairly and swiftly.

Our Priorities support and strengthen one another.

Best Value and Partnership Working

In taking forward our priorities, the council aims to achieve results through leadership, good governance and organisational effectiveness. The council is in a unique position in local communities and serves to represent and lead, provide a voice for local people and champion the local identity. Our aim is to ensure the effective delivery of services, continuous improvement, and to transform services to meet people's needs.

We recognise that to deliver our vision we must work closely with our communities and our Community Planning Partners. The South Lanarkshire [Community Planning Partnership](#) brings together communities, local agencies and organisations from the public, private and voluntary sectors to deliver better public services.

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Section 6

Delivering our Plan

The council has clearly defined its Vision which, together with the Values, Ambitions and Objectives, will guide service delivery. The actions and measures associated with achieving the Objectives are linked to the budget planning process, our workforce planning and also to the arrangements for performance management and public performance reporting. Taken as a whole, these arrangements ensure that we resource the plan, manage its delivery, and report our progress transparently and effectively.

Funding

To deliver its objectives, the council operates with a budget of £697 million per annum (2019/20). We have a strong budget planning process led by our Financial Strategy which sets out a detailed medium term forecast for the financial resources required to meet the aims of the council. The Financial Strategy also looks to a longer 10 year outlook, beyond the term of this Council Plan. The Financial Strategy is updated every year.

Through the Financial Strategy the council can ensure that it sets a budget that delivers the ambitions of this Council Plan. The Financial Strategy is informed by the changing environment in which we operate, and the changing needs that we are serving. The strategy helps us manage the resources of the council in the most effective way to ensure that we continue to deliver the services that the residents of South Lanarkshire want, and that we do so while making the best possible use of resources.

There are elements of uncertainty which may influence our Financial Strategy, including a lack of clarity on the level of grant funding that the council will get in future years. In recent times, the council has only received notification of its grant funding for the coming year. At present, Government funding beyond the current year is unknown and is difficult to estimate with any confidence due to a number of factors.

While the council has a degree of assurance over European grant income for the period 2016 to 2020, beyond this timeframe it is not known how European grant income will be affected. This may impact on council funding which is currently used to support the council's policies and overall vision, with its focus currently on employability as well as poverty and inclusion.

The Financial Strategy looks at both the day to day running costs and the capital investment requirements of the council. The council Capital Programme builds on significant capital investment in previous years in our schools, social housing, roads and caring for the elderly. The positive impact on communities from these projects has been, and continues to be, significant.

The Capital Programme 2017-18 to 2019-20 sees the completion of the School Modernisation Programme, through which all our schools have been either rebuilt or modernised to deliver education within a 21st century environment.

In the period up to March 2021, we will look to add an additional 1,000 new council homes, supported financially by the Scottish Government through the Affordable Housing Supply Programme, and we are working towards ensuring that our existing stock of council houses meets social housing standards.

The council's Capital Programme includes an expansion to plans to renew our care homes. Our roads conditions have improved through the Roads Investment Programme, and we will continue to invest in this area. Climate impact screening has been carried out on the Capital Programme to help in the transition to a low carbon economy.

The capital investment programme also includes the council's involvement in the Glasgow City Region City Deal, which has allowed us to access our share of £1.13 billion funding to invest in roads and Community Growth Areas. Changing government policies around early learning and childcare will also drive further investment over the life of this Council Plan.

The "More Homes" funding is in place to 2021, however, there is no clarity on funding beyond this date.

The management of the council's budget is subject to strong controls including robust monitoring arrangements and regular reporting to committees and scrutiny forums.

People

To deliver the next steps contained within Connect, and to meet the challenges and opportunities facing the council, we must ensure that we have the right people with the right skills in the right place at the right time. We have a large and diverse workforce, committed to customer-centred service delivery and we must continue to draw upon the knowledge, skills and dedication of our employees.

Our People Strategy and Workforce Plan sets out our longer term people requirements, taking into account our working environment and service delivery plans. These documents provide us with a strategy and a road map to ensure the council has a committed and well-trained workforce to deliver excellent services now and in the future.

We believe that the people who work for us are our biggest asset and we encourage wellbeing by providing all employees with a safe and healthy working environment where all are treated with dignity and respect.

Assets

The council has a significant asset holding. With over £1.55 billion in land and property assets, 2,295 km of roads network, around 24,900 social houses and a fleet of over 1,400 vehicles, it is essential that our assets are well managed, fit for purpose, and used effectively to support our objectives.

To ensure this, the council has a corporate Asset Management Plan (AMP) which includes specific plans for the key asset categories of property, roads infrastructure, housing, fleet and information communication technology.

Working corporately the AMP process enables us to review the suitability, performance and condition of our assets, target investment and consider future service and investment priorities which will include the steps necessary to meet national climate change targets and adapting to climate change. The process informs strategic decisions and leads to initiatives such as the housing new build and roads investment programmes.

Performance management

We are accountable for everything we do, and reporting our performance allows residents to see for themselves the steps we are taking to improve the quality of life of everyone in South Lanarkshire. By close monitoring and management of performance, we can ensure our plans are delivered effectively, and that our services are continuously improving to deliver better outcomes for everyone.

The council has a structured approach to improvement by managing, monitoring and reporting performance. This allows us to understand our progress and take action where necessary. As part of this we must ensure the public is aware of our performance and continually take on board their views and needs.

The council's performance management system IMPROVe is used to monitor performance against the Council Plan. IMPROVe provides a comprehensive analysis of action being taken across the council to achieve its objectives.

In terms of delivering Connect, each council Resource will prepare an annual plan which takes its lead from the long term planning perspective of the Council Plan and performance will be monitored and reported at both a strategic and a local level throughout the life of the plan.

Robust performance monitoring and reporting arrangements are in place which includes regular progress reports to the council's committees, and this is complemented by public performance information on the council's website.

Public Performance Reporting

The council has a statutory responsibility for public performance reporting. In addition to reporting our progress against the Council Plan, we publish a wide range of other performance information. This puts our activity into context, showing how our performance has changed over time and how we compare with others: for example the Annual Performance Spotlights ([APR](#)), the [Public Performance Reports](#) and the council's public information and new website (www.southlanarkshirereview.scot)

Governance

The role of governance within the council is to ensure that intended outcomes are achieved for citizens and service users and that the council operates in an effective, efficient and ethical manner. Good governance is about the culture, systems, processes and values by which the council conducts its business and delivers services.

There are clear principles which should underpin good governance. The council must be able to demonstrate that: its focus is on its purpose and on the outcomes for citizens and service users; the values for the whole organisation are promoted and demonstrate good governance through behaviour; informed, transparent decisions are taken and risk is managed; the capacity and capability of the council to be effective is developed; members and officers are performing effectively in clearly defined functions and roles; and the council is engaging stakeholders and making accountability real.

In delivering Connect, the council will adhere to and work within a framework of internal values and expected external principles and standards which help to deliver good standards of governance. These standards apply to all elected members and employees.

Top Risks

The council is aware that there will be a number of risks over the period of the Council Plan and we will take steps to ensure that these are kept under review so that they can be evaluated and appropriate action taken to mitigate such risks. As the council delivers Connect, risk management will continue to be a key element in the governance arrangements, providing assurance that the council is compliant with best practice standards and that work is being undertaken to address the gaps highlighted by ongoing council wide and Resource wide risk identification

Assurance

South Lanarkshire Council has a responsibility to ensure business is conducted in accordance with legislation and proper standards and adheres to and works within a framework of internal values and external principles and standards. We ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively through the continuous improvement of service provision and delivery.

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Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

Ambitious, self aware and improving

Fair, open and sustainable

Excellent employer

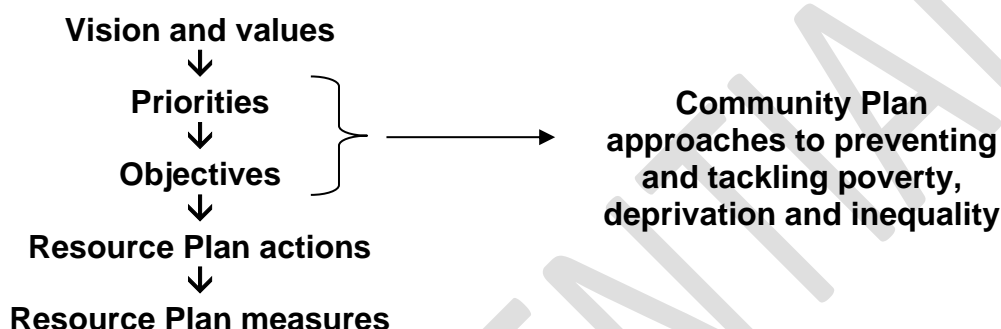


Annex 1

How do we get there?

The Council Plan, Connect, contained detailed information on the council's Objectives. These are reproduced below, updated as a result of the mid-term review. The mid-term review sharpened the council's focus on four Priorities, with the Objectives in a supporting role as the link between the Council Plan and the activities of the five Resources. The Objectives and the Next Steps associated with them will continue to play a pivotal role in the strategic planning process through the annual Resource Planning cycle.

The golden thread from the Council Plan and its priorities to the annual Resource Plans and specific measures is shown below:



Our Objectives

Our Objectives are what we aim to do at an operational level, delivering services that reflect our Vision, Values and Priorities. We engage and work with the public and communities in setting and achieving these Objectives. Progress on how our Objectives are being delivered is identified in terms of key important events or milestones, which are monitored and reported regularly to our committees and the public.

Our objectives support our priorities as set out below.

Priority	Related objectives
Improve health, care and wellbeing	<ul style="list-style-type: none"> • Improve later life • Protect vulnerable children, young people and adults • Deliver better health and social care outcomes for all • Encourage and enable participation in physical, outdoor and cultural activities
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Improve the availability, quality, and access of housing • Work with communities and partners to promote high quality, thriving, low carbon, climate resilient and sustainable communities • Support our communities by tackling disadvantage and deprivation, and supporting aspiration • Encourage and enable participation in physical, outdoor and cultural activities
Promote sustainable and inclusive	<ul style="list-style-type: none"> • Improve the road and electric charging network, influence improvements in public transport and encourage active travel

economic growth and tackle disadvantage	<ul style="list-style-type: none"> • Support the local economy by providing the right conditions for sustainable and inclusive growth • Support our communities by tackling disadvantage and deprivation, and supporting aspiration
Get it right for children and young people	<ul style="list-style-type: none"> • Improve achievement, raise educational attainment and support lifelong learning • Ensure schools and other places of learning are inspirational

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Alignment of Council Plan “Next Steps” with Community Plan “Changes Required”

We work closely with our communities and Community Planning partners to deliver the services which people in South Lanarkshire need. The priorities within the Council Plan are aligned with the priorities in the Community Plan 2017-2027, as illustrated by the diagram below:



The alignment between the two plans continues at the level of key activities. The pages which follow show how the council's objectives and Next Steps relate to the required changes identified by the Community Planning partners in the Community Plan.

Objective: Improve later life

Both nationally and locally, the most significant changes in the population will occur in the over 65 age group. People are living longer, but not always healthier lives.

In addressing this, the Scottish Government has challenged local partners to re-shape current services in line with the wishes of older people. It is widely recognised that older people want to live more independently and choose what matters most about their care and support.

The [Health and Social Care Partnership](#) strives to further improve outcomes for people who use health and social care services and their carers.

Council Plan Next Steps showing key areas of activity	
1.1	Increase the supply of housing to meet the needs of older people, including amenity housing and the supply of adapted homes, and ensure that Care Inspectorate standards are met where they apply
1.2	Embed the Carers (Scotland) Act 2016 throughout the council, to ensure that the needs of all carers are supported, and revise our Carers Strategy
1.3	Implement the strategic intentions for Health and Social Care as set out in the Strategic Commission Plan 2019-21 to improve Health and Wellbeing outcomes for people in South Lanarkshire
1.4	Develop and modernise day care services for older people to create a community hub type facility which provides both onsite and community based services for older people
Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none">• Improve support for carers with regards to financial wellbeing and ensure systems are in place to identify those carers who require financial support• Implement duties contained in the Carers Act (2016) in South Lanarkshire
	<ul style="list-style-type: none">• Empowering communities to improve their own health and wellbeing• Shifting the focus from reactive interventions to early intervention and prevention programmes
	<ul style="list-style-type: none">• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing

Objective: Protect vulnerable children, young people and adults

The council has a statutory responsibility to protect vulnerable children, young people and adults from all forms of harm, abuse and neglect. We also provide support to people with substance misuse and mental health issues, people affected by domestic abuse and those with a physical and/or learning disability. We make a difference by working together to improve the outcomes for individual children and families.

Council Plan Next Steps showing key areas of activity	
2.1	Continue to protect children and adults from all forms of harm, abuse and neglect
2.2	As a Corporate Parent promote the best possible outcomes for our care experienced children throughout their care journeys and beyond
2.3	Embed the Carers (Scotland) Act 2016 throughout the council to ensure that young carers are supported
2.4	With our partners, use available data to inform the Children's Services Planning processes including our commitment to Children's Rights Reporting
2.5	Continue to develop quality assurance frameworks to improve services which protect vulnerable children, young people and adults
2.6	Deliver robust public protection services for vulnerable children and adults
2.7	Continue to implement the requirements of the Mental Health Act 2015
2.8	A Children's Services Plan which complements the Council Plan has been developed and will report progress annually
2.9	The Community Justice Partnership will work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities
2.10	Develop procedures to facilitate the implementation of Free Personal Care for under 65's
2.11	Continue to implement Prioritisation/Eligibility Criteria across care groups
2.12	Develop a common approach to risk management, the use of shared chronologies and protection planning around vulnerable individuals which is more integrated across the Partnership

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> Reduce numbers of direct and indirect victims of domestic abuse. Focus on promoting health and positive relationships. Preventing young people from engaging in drug misuse though establishing links between drug misuse and social problems
	<ul style="list-style-type: none"> Reduce the gap in positive destinations of care experienced and all young people
	<ul style="list-style-type: none"> Increase the financial capability of children and young people Implement duties contained in the Carers Act (2016) in South Lanarkshire
	<ul style="list-style-type: none"> Outcomes in our most deprived areas are improved
	<ul style="list-style-type: none"> Ensure the South Lanarkshire Child Protection Committee Business Plan reflects the improvement identified by the National Child Protection Improvement Programme and Systems Review 2016-17.
	<ul style="list-style-type: none"> Promote good mental health through empowering communities and individuals to improve their own health and wellbeing
	<ul style="list-style-type: none"> Improve health in early years of life through efforts to increase breast feeding and Child Development
	<ul style="list-style-type: none"> Preventing young people from engaging in drug misuse though establishing links between drug misuse and social problems

Objective: Deliver better health and social care outcomes for all

South Lanarkshire Health and Social Care Partnership is working to integrate adult health and social care services. The Partnership will deliver the nine national health and wellbeing outcomes.

Council Plan Next Steps showing key areas of activity	
3.1	Continue to implement a programme of work to modernise care at home/home care services as key element of Health and Social Care Integration
3.2	Transform our use of residential bed based resources to create care facilities/models of care that will meet future needs while shifting the balance of care
3.3	Develop localities through implementing locality operational arrangements to complement the newly-established Locality Planning Groups and to take integration to its next natural stage
3.4	Support ongoing implementation of the government's 10 year Self Directed Support programme by 2020, including any learning from themed inspection
3.5	Improve the uptake of nutritious school meals by pupils
3.6	Develop and modernise day opportunity services for adults to create a community hub type facility which provides both on-site and community based services
3.7	Promote the good food strategy to empower communities to improve their own health and wellbeing

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Empowering communities to improve their own health and wellbeing
	<ul style="list-style-type: none">• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing

Objective: Improve the availability, quality, and access of housing

Having somewhere to live that is safe and warm is one of the most basic needs. Meeting the housing requirement and promoting access to good quality, affordable homes for all the people of South Lanarkshire remains a key priority for the council. Through significant investment in our housing stock, we have made excellent progress and have achieved the Scottish Housing Quality Standard (SHQS). As part of the works to meet the standard, we have made a considerable impact on key housing priorities and we recognise that improving the energy efficiency of homes and lowering energy costs is one of the main ways in which the council can help to tackle fuel poverty. The council also has responsibilities to tackle homelessness and to help increase the availability of affordable housing.

Council Plan Next Steps showing key areas of activity	
4.1	Further develop our housing options service to help people achieve and sustain appropriate housing
4.2	Work with our Registered Social Landlord (RSL) partners to use available housing to meet housing need
4.3	Promote improvement in the quality of housing
4.4	Promote improvement in the energy efficiency of the housing stock to help address and tackle fuel poverty and climate change so that the housing stock meets the energy efficiency standard by the 2020 deadline
4.5	Continue to work with key partners and funders to seek ways to maximise the delivery of new affordable housing supply of the right size, type and tenure
4.6	Continue with the council's house building programme to deliver a further 1,000 new homes by 2022
4.7	Continue to regenerate priority neighbourhoods through the delivery of new homes, improvements in the existing housing stock and by working with partners
4.8	Implement a new Local Housing Strategy
4.9	Continue to develop new and responsive ways to access council services
4.10	Work with our customers to further develop their involvement in helping to scrutinise and develop our services
4.11	Through our Planning Service, and in conjunction with Housing and Technical Resources, help ensure an appropriate supply of land for housing development
4.12	Implementation of Affordable Housing and Housing Choice Policies within the Local Development Plan

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> • Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families • Prevent and reduce impact of homelessness
	<ul style="list-style-type: none"> • Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none"> • Improve housing conditions and local housing affordability
	<ul style="list-style-type: none"> • Reduce levels of fuel poverty
	<ul style="list-style-type: none"> • Increase Digital Inclusion.

Objective: Improve the road and electric charging network, influence improvements in public transport and encourage active travel

A high quality and well maintained road network matters to everyone in South Lanarkshire and beyond – businesses use it to deliver goods and services, workers use it to get to and from their place of work, and families use it every day.

Council Plan Next Steps showing key areas of activity	
5.1	Implement our Roads Investment Programme to improve our roads, footways, bridges, and road network infrastructure
5.2	Deliver a roads winter maintenance service
5.3	Work with partners to deliver major road infrastructure improvements which support economic development, including those undertaken as part of the City Deal
5.4	Work with partners to improve public transport infrastructure and deliver our Park and Ride Strategy
5.5	Encourage active travel and recreational access to the outdoors through improvements to our cycle route networks and path networks
5.6	Promote electric vehicle infrastructure to support the transition to a low carbon economy

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Improved physical connectivity to learning, jobs and business opportunities• Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none">• Provision of affordable and accessible public transport through the delivery of the Local Transport Strategy.

Objective: Work with communities and partners to promote high quality, thriving, low carbon, climate resilient and sustainable communities

Our work with communities and partners strengthens everything we do and allows communities to achieve more than the council could deliver on its own. Our partnership plans set out priorities – based on an understanding of local assets, need and opportunities - and support our working relationship with the Scottish Government and many external, national and local organisations.

The council is in a unique position - it serves to both represent and lead communities, acting as a voice for local people and a champion of local identity. Local communities and groups can be empowered to influence decisions and make positive changes to local situations and circumstances.

We aim for South Lanarkshire to be an environmentally responsible, low carbon, climate resilient, safe, clean, attractive and well-designed place to live, work and play. High quality places, which meet the needs of the present without compromising the needs of future generations, help promote personal wellbeing and a sense of ownership by the community.

Council Plan Next Steps showing key areas of activity	
6.1	Ensure appropriate supply of land for new housing and employment development is maintained
6.2	Work in partnership with the business community and other partners to support thriving, attractive, sustainable and low carbon town centres
6.3	Work with developers and public and private sector partners to deliver the four Community Growth Areas City Deal projects
6.4	Continue to strive with our communities to achieve greater participation and involvement in decision making – including real participation in spending decisions. Work with our communities and Community Planning Partners to implement the provisions of the Community Empowerment Act, including taking forward a Local Outcomes Improvement Plan (LOIP) which delivers on the aspirations of our neighbourhoods and communities
6.5	Implement the provisions of the Community Empowerment Act, including development of the Local Outcomes Improvement Plan (LOIP) for South Lanarkshire
6.6	Provide access to timely support and interventions for people/groups who are disadvantaged
6.7	Promote safety through road improvements, through consumer protection work, through the delivery of services to tackle anti-social behaviour and through the implementation of the Community Justice Outcomes Improvement Plan to reduce further offending
6.8	Deliver a range of measures which improve the local natural environment, including minimising waste, improving air quality, conserving, protecting and enhancing biodiversity, remediating vacant and contaminated land, and protecting against floods
6.9	Continue to regenerate priority neighbourhoods through the delivery of new homes; improvements in existing stock and the surrounding environment, and optimise investment from partner organisations
6.10	Make use of new technologies and inclusive approaches to encourage communities to get involved
6.11	Work in partnership to achieve more challenging carbon emission reduction targets, adapt to the effects of a changing climate, and act more sustainably
6.12	Promote a natural environment which is resilient, enhanced and protected
6.13	Ensure all Council led plans, policies, programmes and strategies are subject to SEA, where required

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> • Improve housing conditions and local housing affordability
	<ul style="list-style-type: none"> • Improved physical connectivity to learning, jobs and business opportunities • Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none"> • Ensure communities are more actively involved in local decision making.
	<ul style="list-style-type: none"> • Outcomes in our most deprived areas are improved.

	<ul style="list-style-type: none"> • Improve health during pregnancy • Outcomes in our most deprived areas are improved
	<ul style="list-style-type: none"> • Continuous improvement to environmental quality and communities living more sustainably.
	<ul style="list-style-type: none"> • Increase Digital Inclusion.
	<ul style="list-style-type: none"> • Provision of affordable and accessible public transport through the delivery of the Local Transport Strategy

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

A strong local economy and creating the right environment for business growth are key components of a flourishing South Lanarkshire. This in turn helps all local people to find employment and local communities to thrive.

Council Plan Next Steps showing key areas of activity	
7.1	Implement the Glasgow City Region Economic Strategy (with City Region partners) and implement the South Lanarkshire Economic Strategy at local level
7.2	Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market by continued provision of employability initiatives
7.3	Implement the Developing Scotland's Young Workforce strategy, providing, promoting and valuing a range of learning, leading to a wide variety of jobs and ensuring all young people have fair access to these opportunities
7.4	Support local businesses through our business advice services, and support key business initiatives
7.5	Lead the Supplier Development Programme which supports small and medium sized businesses to tender for public sector contracts
7.6	Support voluntary organisations by providing advice on governance, training, funding, and specifically the Community Asset Transfer process
7.7	Support the transition to a low carbon and circular economy

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> Improved physical connectivity to learning, jobs and business opportunities
	<ul style="list-style-type: none"> Increased commitment and efforts to promote fair work and tackle in-work poverty Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families The life chances of our children within our Datazones are improved Reduce the gap in positive destinations of care experienced and all young people Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes
	<ul style="list-style-type: none"> Increase number of business start-ups in more deprived communities
	<ul style="list-style-type: none"> Ensure communities are more actively involved in local decision making

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

Everyone in South Lanarkshire should have access to the same opportunities and should be able to enjoy the same quality of life, regardless of their social circumstances or where they live. Levels of poverty vary greatly between the most and least deprived neighbourhoods and between different groups. Our services make a significant contribution to tackling inequality. However, we recognise that partnership working is key to addressing this issue.

Council Plan Next Steps showing key areas of activity	
8.1	Deliver a range of measures which contribute to the Community Plan overarching objective of tackling deprivation, poverty and inequality
8.2	Continue to raise attainment and achievement, and close the poverty related attainment gap
8.3	Respond to the challenges for tenants, residents and the council arising from Welfare Reform, with a particular focus on the impacts of the roll out of Universal Credit
8.4	Continue to work with partners to provide intensive support to vulnerable families
8.5	Improve energy efficiency initiatives to help tackle fuel poverty
8.6	Deliver a range of measures to meet its statutory duty to report on efforts to reduce child poverty – especially in respect of income from employment, income from benefits and reducing the cost of living
8.9	Reduce food insecurity and poverty by working with community food initiatives and partners

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> • Ensure communities are more actively involved in local decision making • Outcomes in our most deprived areas are improved
	<ul style="list-style-type: none"> • Increase the take up of places for eligible 2 year olds • Improve health in early years of life through efforts to increase breast feeding and Child Development • The life chances of our children within our Datazones are improved • Reduce the gap in positive destinations of care experienced and all young people • Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes
	<ul style="list-style-type: none"> • Maximise uptake of benefits and entitlements for low income households • Improve access to food and crisis aid and ensure those accessing aid receive the advice and support required (money/debt; benefits; housing, etc. to find more sustainable solutions • Reduce uptake of high cost debt and encourage saving
	<ul style="list-style-type: none"> • Reduce the impact of substance misuse on children and young people
	<ul style="list-style-type: none"> • Reduce levels of fuel poverty
	<ul style="list-style-type: none"> • Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families • Improve support for carers with regards to financial wellbeing and ensure systems are in place to identify those carers who require financial support • Reduce uptake of high cost debt and encourage saving • Increase the financial capability of children and young people • Improved financial wellbeing of low income families and vulnerable service users • More vulnerable/low income parents – in particular women – able to support progress to and within work and income stability • Ensure the delivery of 1140 hours Early Learning Childcare for all eligible children by August 2020 • More vulnerable/low income parents – in particular women – able to support progress to and within work and income stability

Objective: Improve achievement, raise educational attainment and support lifelong learning

Education remains both a national and a council priority. Our aim is that 'All learners in South Lanarkshire achieve their full potential attainment and achievement'. This means delivering learning opportunities and committing to improving literacy, numeracy, health and wellbeing, knowledge, skills, confidence and creativity, which will inspire learners, transform learning and strengthen communities. We will continue to build on the strong foundations we have in Getting it right for every child (GIRFEC), Curriculum for Excellence, Teaching Scotland's Future, Developing Scotland's Young Workforce, and through our Youth Learning and Community Development Planning.

Council Plan Next Steps showing key areas of activity	
9.1	Progress the Scottish Government's commitment to increase nursery hours for three and four year olds by August 2020
9.2	Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy
9.3	Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Scottish Attainment Challenge
9.4	Promote development of the right range of skills, qualifications and achievements to enable all learners to succeed
9.5	Improve health and wellbeing outcomes for children and families and getting it right for every child
9.6	Continue to engage with parents/carers to involve them in family learning activities and experiences with their children to support the improvement of reading, writing, skills for lifelong learning and the promotion of positive health and wellbeing
9.7	Develop employability skills and sustained, positive school leaver destinations for all young people
9.10	Empower young people to take action on the climate emergency

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> Ensure the delivery of 1140 hours Early Learning Childcare for all eligible children by August 2020
	<ul style="list-style-type: none"> Increase the take-up of places for eligible 2 year olds Improve health in early years of life through efforts to increase breast feeding and Child Development
	<ul style="list-style-type: none"> The life chances of our children within our Datazones are improved Reduce the gap in positive destinations of care experienced and all young people Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes
	<ul style="list-style-type: none"> Improve health during pregnancy Improve health in early years of life through efforts to increase breast feeding and Child Development Reduce the impact of substance misuse on children and young people

Objective: Ensure schools and other places of learning are inspirational

The investment made by the council in modernising its school buildings and learning environments and in Information and Communications Technology (ICT) infrastructure is designed to create welcoming and inspiring places of learning where teachers and educators set high aspirations and celebrate success.

Council Plan Next Steps showing key areas of activity	
10.1	Progress the council's Schools Modernisation Programme and continue to invest in the education estate, transforming the learning environment for all learners
10.2	Support learning and raise attainment through the use of digital technologies and the ICT infrastructure
10.3	Deliver high quality continuous professional learning to support all staff in achieving excellent learning and teaching and service delivery
10.4	Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success
10.5	Progress leadership development at all levels, within establishments and schools

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Increase digital inclusion

Objective: Encourage and enable participation in physical, outdoor and cultural activities

Improving the health of individuals and communities is a key challenge for South Lanarkshire and Scotland as a whole. Lifestyle, poverty and environmental factors all have a part to play, and the council's approach to improving health will involve working with communities and partners to target the most disadvantaged communities. The operation, management and development of indoor and outdoor sports and leisure facilities, community halls, arts venues, country parks, libraries and museum is carried out on behalf of the council by South Lanarkshire Leisure and Culture (SLLC), a charitable trust. Through the provision of these facilities, combined with the community use of schools, we provide a focus for community learning and recreational activities, promote participation in cultural activities, and support healthier lifestyles.

Council Plan Next Steps showing key areas of activity	
11.1	Invest in quality leisure facilities, including buildings and sports pitches
11.2	Actively promote SLLC facilities encouraging participation by the local community and visitors to the area
11.3	SLLC develops activity programmes which support equitable access for all, including older people and under 16s groups
11.4	SLLC works with strategic partners, in particular the Health and Social Care Partnership, to contribute to the health inequalities agenda and improving later life
11.5	Promote healthy living and wellbeing
11.6	Promote the use and enjoyment of open space and greenspace, including the development of Local Nature Reserves

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing• Shifting the focus from reactive interventions to early intervention and prevention programmes

Report

10

Report to: **Executive Committee**
 Date of Meeting: **24 June 2020**
 Report by: **Executive Director (Housing and Technical Resources)**

Subject: **Land and Property Transfers and Disposals**

1. Purpose of Report

The purpose of the report is to:-

- ◆ advise the Executive Committee of the actions required in respect of land and property transactions

2. Recommendation(s)

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

- (1) that the land detailed in Appendix A be declared surplus to Council requirements.

3. Background

- 3.1. Details of any land and property, which is potentially suitable for redevelopment or disposal, are circulated to all Resources and Community Planning Partners to establish if they are suitable for alternative operational use.
- 3.2. Recommendations for the transfer of assets between Council Resources are made following the consideration of planning, title and other legal constraints and Council priorities.
- 3.3. Transactions where there is a requirement to declare land surplus to enable negotiations for minor or adjoining sales to progress are detailed on Appendix A.
- 3.4. These transactions are only included in the report after successful consultation with the Holding Resource(s) and Planning.

4. Property Transactions

- 4.1. Appendix A details negotiated transactions where the land requires to be declared surplus in order that Property Services can conclude negotiations for their disposal.
- 4.2. The Committee is asked to approve the recommendation that these areas of land are declared surplus to the Council requirements in order that Property Services can conclude negotiations for their disposal.

5. Employee Implications

- 5.1. There are no employee implications.

6. Financial Implications

- 6.1. Capital receipts for both General Services and Housing Revenue Accounts will be secured through the disposals identified in this report.

7. Other Implications

- 7.1. There is a low risk that the capital receipts anticipated, as a result of declaring these properties surplus, may not be realised if, for reasons outwith the Council's control, the purchasers choose not to proceed with the transactions. However, the procedures and consultations described in Sections 3 and 9 of this report have been implemented to minimise this risk.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no issues in relation to climate change, sustainability and environment contained within this report.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 9.2. Consultation was undertaken with all Resources through the Property Bulletin. In addition, Planning, Roads, Legal, and Housing Services were consulted through the Area Property Groups.

Daniel Lowe

Executive Director (Housing and Technical Resources)

4 June 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Achieve results through leadership, good governance and organisational effectiveness

Previous References

- ◆ Executive Committee – 4 December 2019

List of Background Papers

- ◆ Plans of the land and property referred to in this report

Contact for Further Information

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

Frank McCafferty, Head of Property Services

Ext: 4073 (Tel: 01698 454073)

email: frank.mccafferty@southlanarkshire.gov.uk

APPENDIX A

DECLARE SURPLUS

Area	Description	Holding Account	Proposal	Value Band
190 sqm	Grassed area adjacent to 17/1 Hunthill Road, Blantyre.	Community	Garden Ground	4
40 sqm	Grassed area to the rear of 24 Couthally Terrace, Carnwath	Housing	Garden Ground	4

Value Bands

1 – over £1 million

2 – £500,000 to £999,999

3 – £100,000 to £499,999

4 – less than £100,000

Report

11

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Chief Executive

Subject:	Recommendations Referred by Resource Committees
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval of the recommendations referred to this Committee, following decisions taken under delegated authority by the Chief Executive, in consultation with the Group Leaders, in respect of business submitted to the -
 - ◆ Community and Enterprise Resources Committee of 31 March 2020
 - ◆ Housing and Technical Resources Committee of 1 April 2020

2. Recommendation(s)

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

- (1) that, following the decisions taken under delegated authority by the Chief Executive, in consultation with the Group Leaders, the following be approved:-
- ◆ the recommendations of the Community and Enterprise Resources Committee in relation to the Fleet Strategy 2020 to 2025 and the Review of Residents' Parking Permit Zones (RPPZs)
 - ◆ the recommendations of the Housing and Technical Resources Committee in relation to the South Lanarkshire Council Housing Rent Management Policy, subject to the date for the implementation of the Policy being amended from 1 September 2020 to the earliest point practicable within the current financial year due to the impact of the COVID 19 pandemic

3. Background

3.1. **Fleet Strategy 2020 to 2025 - Extract of Note of Delegated Decision taken by the Chief Executive in respect of the Community and Enterprise Resources Committee Agenda of 31 March 2020**

A report dated 3 March 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the South Lanarkshire Council Fleet Strategy for 2020 to 2025.

The Council's fleet of over 1,400 vehicles, consisted of over 40 vehicle types performing a wide range of tasks including refuse collection, mechanical sweeping, gritting, and passenger transport. In addition, over 170 mobile plants assets formed part of the fleet.

The key strategic outcomes of the Fleet Strategy were to support frontline services in that:-

- 1) The Council had an appropriately sized fleet with the right vehicles to ensure its services operated in an efficient and effective manner.
- 2) The Council maintained a safe, efficient and legally compliant fleet.
- 3) The Council had an efficient fleet service that supported operational requirements to service needs quickly and efficiently.
- 4) The impact on the environment was reduced.
- 5) The Council would have a cost effective fleet.

Decided:

- (1) that the Fleet Strategy 2020 to 2025, attached as an appendix to the report, be endorsed and referred to the Executive Committee for approval; and
- (2) that, following approval by the Executive Committee, the Strategy be launched in 2020 and implemented in 2020/2021.

3.2. Review of Residents' Parking Permit Zones (RPPZs) - Extract of Note of Delegated Decision taken by the Chief Executive in respect of the Community and Enterprise Resources Committee Agenda of 31 March 2020

A report dated 3 March 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the Review of Residents' Parking Permit Zones (RPPZs).

It was agreed that the Roads Safety Forum would be the overseeing group for the RPPZ policy review and the matter had subsequently been debated in detail by the Forum.

The Forum agreed that RPPZs were an effective demand management approach to assist in minimising the impact on residents in areas of competing parking demand. RPPZs should be seen as an additional approach that the Council could use to complement existing approaches such as waiting and loading restrictions i.e. yellow lines.

The Forum agreed that RPPZs could be considered at all locations where parking pressure on residential areas was seen as a concern and not only in areas of high demand, for example, near town centres/train stations where parking was at a premium. There was also a discussion on whether there were any specific areas, not covered by existing or proposed RPPZs, where RPPZs should be seen as a priority for implementation. It was suggested that all elected members, not just those on the Forum, be consulted on this. Eleven areas were subsequently identified following feedback from elected members for potential future RPPZ assessment as follows:-

- ◆ Reid Street, Rutherglen
- ◆ Tuphall Road, Hamilton
- ◆ Abercorn Drive/Chestnut Crescent area, Hamilton
- ◆ Biggar, in the vicinity of the town centre
- ◆ Dundas Place, The Village, East Kilbride
- ◆ South Avenue, Carluke
- ◆ Fairyknowe Gardens; Bothwell
- ◆ Main Street area, Uddingston
- ◆ Craighall Avenue, Halfway

- ◆ Westwood area, East Kilbride

The Forum supported the following conclusions and specific recommendations noting that they would be taken to the Community and Enterprise Committee for consideration and endorsement:-

- ◆ RPPZs were an effective demand management tool and should now be considered for future expansion or rolled out to new areas, subject to an appropriate assessment by officers.
- ◆ Requests for new or expanded RPPZs could be considered and an assessment would be undertaken to review the need or otherwise of any proposed RPPZs
- ◆ The introduction of new or expanded RPPZs required to balance the competing demands of residents, businesses, employers and commuters;
- ◆ The enforcement of demand management measures e.g. RPPZs and other waiting and loading restrictions required to be suitably resourced, including during the evening;
- ◆ The primary process for applying for permits should be on-line but all other existing options should remain available at this stage.

Decided:

- (1) that it be noted that the Roads Safety Forum had concluded its review into Residents' Parking Permit Zones Policy; and
- (2) that the policy recommendations, as set out at paragraph 5.2 of the report and outlined above, be endorsed and referred to the Executive Committee for approval.

[Reference: Minutes of the Roads Safety Forum of 30 October 2020 (Paragraph 3)]

3.3. South Lanarkshire Council Housing Rent Management Policy - Extract of Note of Delegated Decision taken by the Chief Executive in respect of the Housing and Technical Resources Committee Agenda of 1 April 2020

A report dated 13 March 2020 by the Executive Director (Housing and Technical Resources) was submitted on the South Lanarkshire Council Housing Rent Management Policy.

The current policy relating to the management of rental income had been introduced by Housing and Technical Resources in October 2010 and developed in accordance with relevant legislation and regulatory requirements.

The Policy Review Schedule approved by Housing and Technical Resources Committee on 23 January 2019 noted that a review of the current policy relating to the management of rental income would take place during 2019/2020.

A full review of the policy was carried out during 2019/2020. A key focus of the review had been to ensure that the policy was fully compliant with legislative and regulatory requirements. In addition, the review also considered:-

- ◆ the changing socio/economic climate over the past 10 years; and
- ◆ good practice in relation to income maximisation and rent collection

Decided:

- (1) that the South Lanarkshire Council Housing Rent Management Policy, attached as Appendix 1 to the report, be endorsed;
- (2) that the draft Policy be submitted to the Executive Committee for formal approval; and
- (3) that the Policy be implemented with effect from 1 September 2020.

[Reference: Minutes of the Executive Committee of 26 May 2010 (Paragraph 11)]

4. Employee Implications

- 4.1. Any employee implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive and Group Leaders.

5. Financial Implications

- 5.1. Any financial implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive and Group Leaders.

6 Climate Change, Sustainability and Environmental Implications

- 6.1. Climate change, sustainability and environmental implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive and Group Leaders.

7. Other Implications

- 7.1. All other implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive and Group Leaders.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. Any equality impact assessment and consultation arrangements have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive and Group Leaders.

Cleland Sneddon
Chief Executive

7 April 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve the road network, influence improvements in public transport and encourage active travel
- ◆ Work with communities and partners to promote high quality thriving and sustainable communities
- ◆ Accountable, effective, efficient and transparent

Previous References

None.

List of Background Papers

- ◆ Note of delegated decision taken by the Chief Executive - Community and Enterprise Resources Committee of 31 March 2020
- ◆ Note of delegated decision taken by the Chief Executive – Housing and Technical Resources Committee of 1 April 2020

Contact for Further Information

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

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Report

12

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	2021/2022 Revenue Budget Strategy and Savings Requirement
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Advise on the Budget Strategy and Savings Requirement for 2021/2022.

2. Recommendation(s)

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

- (1) that the Revenue Budget Strategy for 2021/2022, detailed in sections 4 and 5 and summarised in section 6 with a Budget Gap of £52.741 million, be approved;
- (2) that the corporate solutions for 2021/2022 (before any increase in Council Tax), totalling £12.948 million, as summarised in section 7.9, be approved;
- (3) that the £16.600 million use of Reserves in 2021/2022 detailed in section 8.4, be approved;
- (4) that the findings of the Loans Fund Review be implemented (section 8.19) be approved;
- (5) that the next steps detailed in section 9, including the identification of £20 million of savings, be agreed; and
- (6) that the reinstatement noted in Table 5 (section 10), be noted.

3. Background

3.1. This report will look at the Revenue Budget Strategy for 2021/2022, and will include estimates of Government Grant levels, requirements for additional expenditure budget, corporate solutions for consideration and ultimately, the level of savings required in that year. The report will also look at how the Loans Fund Review can contribute to the position.

3.2. This report will focus on 2021/2022, and will cover the following:

- Government Grant Estimates (section 4),
- Other Budget Movements (section 5),
- Summary of Budget Gap (section 6),
- Corporate Solutions (section 7),
- Use of Reserves / Loans Fund Review (section 8),
- Summary and Next Steps (section 9), and
- Reinstatement (section 10).

4. Government Grant

- 4.1. Local Government budgets are affected by both changes in the UK Government Budget and the subsequent Scottish Government Budget.
- 4.2. The Strategy assumes a reduction of £6.047 million in 2020/2021. This reflects a 1% decrease on the 2020/2021 level of grant.
- 4.3. In addition to planning for reductions to the level of the local government grant covered above, there may also be changes in how grant is distributed to Councils, based on their share of population numbers.
- 4.4. In previous years, the Council has experienced reductions in grant as a result of how the funding is distributed. It is anticipated that the Council will experience similar reductions in grant in future years, reflecting the changes in the Council's population, compared to the changes experienced in other council areas. The Strategy assumes a reduction of £2.412 million in grant for 2021/2022 relating to population based distribution. This reflects the percentage reduction in the Council's grant share experienced in 2020/2021.
- 4.5. **Consequence of Council Tax Increases (Properties):** As noted in previous Budget Strategies, increases in Council Tax due to increased property numbers, does not give a permanent benefit to the Council as there will be a reduction in grant in future years – an estimated 80% Grant Reduction for every additional £1 of Council Tax.
- 4.6. The impact on grant of additional properties is incurred 2 years after the new properties arise. In relation to 2021/2022, the consequent reduction in Government Grant (80% reduction after 2 years) reflects the new properties added in 2019/2020, and totals an estimated reduction in Grant Income of £1.800 million for 2021/2022. The previous estimate of this value noted in earlier budget reports (Council, 26 Feb 2020) was £1.382m.
- 4.7. **Summary of Grant Assumptions**
Table 1 summarises the reduction in grant including a general reduction in funding, the impact of population changes and the consequences of previous Council Tax property increases.

Table 1 – Grant Assumptions

	2020/21 £m
Assumed Reduction (Section 4.2)	6.047
Distribution – Population changes (Section 4.4)	2.412
Consequence of Council Tax Increase (Properties) (Section 4.6)	1.800
Total Grant Reduction	10.259

5. Other Budget Movements for 2021/2022

- 5.1. There are a number of other budget movements, in addition to Government Grant, that affect the budget for 2021/2022. These include additional expenditure items. Each of these is taken in turn below.
- 5.2. **Council Tax Properties:** The South Lanarkshire Housing Land Audit (2017) detailed new houses for the 3 years to 2021/2022. Based on Band D properties and net of Council Tax Reduction Scheme (CTRS), the increase in Council Tax Income for 2021/2022 has been assumed at **£1.480 million** (Council Tax of £1.700 million less CTRS of £0.220 million). This estimate was made before the current

Coronavirus pandemic.

- 5.3. While there is a risk that development will not progress as originally anticipated, at this time any potential impact on the number of properties that will be added to our council tax base cannot be accurately assessed. The position will continue to be monitored and an update provided in the next 2021/2022 Budget report to Committee in Autumn 2020. The impact of new houses assumed in estimates for council tax for 2021/2022 on the Government Grant will be seen in the 2023/2024 Budget Strategy.
- 5.4. **Additional Expenditure Items:** There are a number of financial pressures that will require additional funding in 2021/2022. This will increase the level of savings required. The main element of additional expenditure is the £32.120 million which reflects temporary solutions that have been in place within the budget such as use of reserves, and temporary savings. The details of these temporary solutions were reported to the Council in the 2020/2021 budget paper (26 February 2020). When reserves, or one off savings are used in the budget, there is a requirement to make a permanent solution going forward, as reserves can only be used once.
- 5.5. The details of all of the additional expenditure items are included in Appendix 1 to the report, and are summarised across the main headings in Table 2.

Table 2 – Summary of Additional Expenditure Items

	2021/2022 £m
Impact of 2020/2021 Budget Decisions (Appendix 1, para 1.2-1.11) Including the need to add in budget to cover one-off savings from 2020/2021 as well as the temporary use of Reserves which are no longer available (2020/2021 Budget Report to Council, 26 February 2020) This also included the original estimate of the impact on grant funding from increased council tax income from 2019/2020 new properties (£1.382m) as detailed in section 4.6.	32.120
Grant Funding as a Result of Increase in Property Numbers (Report, para 4.6) Removal of original impact on grant funding from increased council tax income from 2019/2020 new properties which is included in £32.120m figure above. Updated position of £1.8m now included in grant movement position in Table 1 and Table 3.	(1.382)
Impact of Stage 1 Budget Bill Funding not Continuing (Appendix 1, para 1.12) Expenditure funded by Stage 1 Budget Bill – Strategy assumes funding not continuing	0.270
Pay Items (Appendix 1, para 1.13-1.16) Including pay award for teachers and non-teachers.	8.243
Price Increases (Appendix 1, para 1.17 - 1.20) Including inflationary increases on non-domestic rates, the secondary schools' modernisation contract and social care.	2.207
Funding for Priorities (Appendix 1, para 1.21 - 1.22) Including the increased cost of waste management.	0.300
Related Parties and Joint Boards (Appendix 1, para 1.23 - 1.25) Including increased costs for the Leisure and Culture Trust.	0.363
Revenue Consequences of Capital (Appendix 1, para 1.26 - 1.28) Including the revenue impact of the new primary schools and the City Deal programme.	0.259
Other Budget Items (Appendix 1, para 1.29 - 1.31) Including additional IT costs.	1.582
Total Expenditure	43.962

5.6. Table 2 shows additional expenditure requirements of £43.962 million.

6. Summary of Budget Gap

6.1. Taking into account the assumed reduction in Government Grant (Table 1), the increase in Council Tax property numbers (section 5.2) and the Additional Expenditure Items summarised in Table 2, gives a 2021/2022 Budget Gap of £52.741 million, shown in Table 3.

Table 3 – Budget Gap

	2020/21 £m
Grant Reduction (Table 1)	10.259
Council Tax property numbers (section 5.2)	(1.480)
Additional Expenditure Items (Table 2)	43.962
Total Budget Gap	52.741

6.2. The 2020/2021 Strategy (Executive Committee, 26 June 2019), indicated that there could be a budget gap of more than £45 million for 2021/2022. When comparing this to the Budget Gap in section 6.1, there is an increase which mainly reflects additional decisions made as part of the 2020/2021 budget.

6.3. **Social Care:** As reported to the Executive Committee, the Council is experiencing pressures in Social Care which were expected to continue into 2020/2021. The 2019/2020 probable outturn showed an underspend of £2.6 million which was to be transferred to reserves to assist in managing the Social Care pressures in that year in relation to Hamilton Home Care. However, due to COVID19, the expenditure in this area may not be as high as previously anticipated in 2020/2021, therefore this funding could be used to manage expenditure into 2021/2022. No additional monies have therefore been allocated in the 2021/2022 Budget Strategy.

6.4. **Job Evaluation:** An exercise is ongoing in relation to job evaluations for a number of employee groups across the Council. The most significant of these is in relation to Early Years staff within Education Resources. It is anticipated that **£3.1 million** requires to be added to the budget to implement the outcome of these evaluations. However, due to COVID19 an underspend is anticipated in this budget in 2020/2021 which can be transferred to reserves and used to manage these costs in 2021/2022. No additional monies have therefore been allocated in the 2021/2022 Budget Strategy. The need for this is reflected in requirements for future years budget strategies which is covered later in this report (at section 8.22)

6.5. Any further impact from other ongoing Job Evaluations will be updated in future strategies. At present, no monies have been added to the 2021/2022 Budget Strategy.

7. Corporate Solutions

7.1. In order to address the Budget Gap, a number of corporate solutions have been identified for consideration. These are noted below with each taken in turn:

- 2020/2021 Government Grant - Stage 1 Budget (sections 7.2 to 7.4)
- Support Provided to the IJB (section 7.5)
- Government Support for Leased Vehicles (section 7.8)
- Increase in Council Tax Band D Levels (section 7.10)

- 7.2. **2020/2021 Government Grant- Stage 1 Budget:** Following the budget setting process for 2020/2021, the Scottish Government provided the Council with a late allocation of monies as part of their Stage 1 Budget Bill. The amount of £5.659 million was allocated to the Revenue Budget to replace the reserve support for the budget amendments agreed by Council on 26 February 2020 (£0.270 million), and the remainder (£5.389 million) was to be used as funding for the 2020/2021 Capital Programme.
- 7.3. As a result of COVID-19, it is unlikely that the Capital Programme will spend to the original levels and therefore the £5.389 million will not be required to fund Capital in that year. It is therefore proposed that these monies be set aside (transferred to Reserves) at the end of 2020/2021, and they can be used to support the 2021/2022 Revenue Budget on a one-off basis. This will require to be reinstated in the following year's Revenue Budget Strategy (2022/2023).

**Corporate Solution: £5.389 million
(Temporary for 2021/2022 only)**

- 7.4. In previous years, the Stage 1 Budget Bill allocation has been made permanent in the year following receipt. It is proposed that if this is the case for the additional Stage 1 monies from 2020/2021, that they are made permanent in the 2021/2022 Budget Strategy. This reduces the budget gap by £5.659 million on a permanent basis.

Corporate Solution: £5.659 million

- 7.5. **Level of Support Provided to the IJB:** The Council's Budget Strategy for 2021/2022 assumes an allocation of monies from the Council to the IJB with funding provided for pay award and contract inflation (£1.670 million). This has been the approach in previous years and in the main, the allocation of funding has been offset by savings proposals in relation to the activities directed by the IJB. In 2016/2017 and beyond, the Scottish Government's Budget has separately identified monies to be allocated to Health and Social Care. This has allowed a reduction in the level of monies allocated by the Council.

- 7.6. Moving forward, it is proposed that the Budget Strategy assumes that the Council does not allocate any monies to the IJB, and does not request any savings. Any increasing costs experienced by the IJB would require to be funded by Government monies and any savings identified and approved by the IJB. This would allow the £1.670 million already included in the Revenue Budget Strategy for 2021/2022, to be removed on a permanent basis.

Corporate Solution: £1.670 million

- 7.7. Any monies allocated to the Council for Social Care, as part of the Government Grant award, would continue to be passed directly to the IJB.
- 7.8. **Government Support for Leased Vehicles:** The Council has received an allocation of £1.3 million across 3 years from the Scottish Government. This equates to £0.430 million per annum and allows the Council to pay for the lease costs for electric vehicles to replace the current non-electric fleet. The Council can therefore save the costs of leasing the current non-electric vehicles, for the 3 year period. The saving is £0.230 million per annum. It is proposed that this is used to reduce the budget gap for the 3 years (2021/2022 to 2023/2024) with reinstatement required in 2024/2025.

**Corporate Solution: £0.230 million
(Temporary for 3 years commencing 2021/2022)**

- 7.9. These corporate solutions proposed for 2021/2022 total £12.948 million. This reduces the core savings requirement to **£39.793 million** in that year. A final corporate solution for consideration is the level of Band D Council Tax.
- 7.10. **Increase in Council Tax Band D Levels:** As part of the Scottish Government's Budget process for 2020/2021, Councils were permitted to increase their Council Tax levels by up to 4.84%. If the same increase is assumed in the Council's Budget Strategy for 2021/2022. This would reduce the Council's budget gap by £6.810 million on a permanent basis. This figure is net of the impact on the Council Tax Reduction Scheme.

Corporate Solution: £6.810 million

- 7.11. **Taking into account the potential for the suggested Council Tax Band D increase would mean** total corporate solutions for 2021/2022 would total £19.758 million. This would reduce the core savings requirement to **£32.983 million** in that year.
- 8. Use of Reserves / Loans Fund Review**
- 8.1. As the £32.983 million is still a substantial savings requirement, it is proposed that we look at the Council's Reserves balance and the Loans Fund Review to reduce this to a more manageable level. Each of these is taken in turn below.
- 8.2. **Reserves Balance:** The last time the Council's Reserves position was reported (2018/2019 year-end report to Executive Committee, 26 June 2019), there was £50 million of Reserves identified for future Budget Strategies, of which £19 million had not been allocated to a specific budget year. During the 2020/2021 Budget Process, Members approved the use of £3.645 million of these Reserves for that year, leaving £15.600 million available for future years' Budget Strategies.
- 8.3. This has increased to £16.600 million as a result of the final outturn position for 2019/2020, with the inclusion of the surplus of £0.300 million and £0.720 million previously earmarked for Roads spend as reported in the paper earlier to this committee on the 2019/2020 final outturn position. That report recommended that that the additional contribution from Reserves for Roads investment (£0.720m) that had been included in the 2019/2020 budget has not been required due to COVID19 and that it remain in Reserves and not carried forward in the capital programme.
- 8.4. It is proposed that these Reserves (£16.600 million) are used in 2021/2022 to reduce the savings requirement. This requires to be reinstated in 2022/2023.

**Use of Reserves: £16.600 million
(Temporary for 2021/2022 only)**

- 8.5. **Loans Fund Review:** Members were previously advised (Executive Committee, 26 June 2019) that a report showing the potential impact of the debt re-profiling for the Council would be developed and reported to a future meeting of the Executive Committee during 2020. This work is now complete and a summary of the proposal is included in sections 8.6 to 8.20 below. Appendix 2 provides the full detail of the exercise and includes the business case in support of the change in approach.

- 8.6. In summary, the review relates to how the Council's debt is written off in our accounts. Members will be aware that the Council's capital programmes are partly funded by planned borrowing. This borrowing is taken from the Council's Loans Fund (which is a fund identified to manage the external borrowing for the council, and the subsequent onward "lending" to fund the Council's capital programme). The funding for capital spend is known as Loans Fund Advances. Repayment of these advances is made each year, and these repayments 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
- 8.7. The review was carried out with support from the Council's Treasury advisors over the latter part of 2019/2020. The review identified that an alternative approach to how we account for the Loans Fund repayments, could be adopted. Under the current approach the debt is repaid over an average of around 40 years. The review identified that repayments could be made over a period reflecting the expected asset life of 50 years. In addition, rather than using different interest rates for every debt advance, a standard rate of interest of 5% for the calculation of loans fund repayments could be adopted.
- 8.8. **Higher Yield Option** - The review looked at debt dating back to 2004, which ties into the period where the council commenced borrowing to fund its Primary School modernisation programme. This makes up the majority of the Council's borrowing requirements over recent years. It is possible to change the approach to repaying this debt, and back date this to 2004. By changing the approach, it means that £68 million of debt has been repaid earlier than it would under the revised model. This £68 million can be taken in the short term (in the period to 2024/2025) as a gain to the Council, and we then repay this back over a longer period of time.
- 8.9. Choices can be made on the level of benefit that can be taken. Taking this approach forward, and making changes to debt repayments from 2025/2026 to 2046/2047, the Council could see a further benefit of £198 million. When this is added to the £68 million benefit to 2024/2025, this reprofiling means that the Council could get a benefit of £266 million by 2046/2047.
- 8.10. However, it should be remembered that regardless of how we choose to repay the debt, the total amount repaid will still be the same. While the Council will repay the same level of debt, it will be over a longer period of time. Repaying over a longer timeframe means incurring additional interest payments totalling £208 million over the years to 2072/2073. The interest calculated is based on rates at a point in time. Interest rates do fluctuate, therefore, the actual cost of interest may vary.
- 8.11. It is possible to calculate how costs incurred in the future compare to costs today. Due to inflation, costs incurred in the future are worth less than the same cost today. Taking into account this time value of money, the costs of interest of £208 million equates to £94 million at today's values.
- 8.12. **Proposed Approach:** There is an alternative approach, which we are proposing in this paper, where we do not take the financial benefit of £266 million detailed at section 8.9. The alternative approach could be taken to reduce the value of the additional interest costs payable. This would limit the gain the Council gets to £68 million.
- 8.13. The approach would be to use the benefits gained beyond 2024/2025 (in excess of £68 million gain) to pay off debt. For example, in 2025/2026 there could be a benefit

of £18 million from adopting the approach to extend write off periods to 50 years, and use a standard interest rate. Rather than take this gain, we would use this to pay off debt. Doing this over a period of time reduces the interest costs for the council.

- 8.14. This is called making a **Voluntary Repayment**. This approach limits the interest costs that would have resulted from taking longer to pay off the debt.
- 8.15. By making additional voluntary repayments, the estimated interest costs will be reduced to £77 million over the period to 2072/2073. Again, taking into account the time value of money, the present value of these additional interest costs is £36 million at today's values.
- 8.16. It is possible to review this approach, and make changes in the future to allow this additional gain to be realised. If this approach is proposed going forwards, this will be brought back to committee.
- 8.17. **Loans Fund Budget** : To meet these extra interest costs, additional Loans Fund Repayment budget would be required. The annual interest costs start at £0.450 million in 2020/2021 before rising to £1.746 million per annum in 2024/2025. There is sufficient loans fund budget in 2021/2022 to manage the extra costs in that year. Future budget strategies would need to include incremental increases to meet these costs. The requirement of £1.746 million would be added incrementally to the Loans Fund budget from 2022/2023. Once the budget of £1.746 million is established in 2024/2025, there are no further budget increases required.
- 8.18. While the current policy on loans fund repayments states that the Council's strategy for managing debt includes the early repayment of debt, this will be updated to make it clear that additional voluntary repayments will be used as a tool to reduce interest costs and ensure that charges to the revenue account remain prudent and affordable in the long term.
- 8.19. It is proposed that the repayments for Loan Fund advances are changed to reflect the approach detailed at section 8.7, and that the option to limit the benefits to £68 million, and thereby keep additional interest costs lower (as detailed at section 8.12 to 8.15) be approved.
- 8.20. This change would be applied in 2020/2021 and for that year, and the years to 2024/2025, the level of in-year underspends across the years (£68 million as noted in section 8.12) can be transferred to Reserves to then be used to support the Council's Budget Strategies. Full detail on the Loans Fund Review is shown in Appendix 2.
- 8.21. **Utilising the Benefits of the Loans fund Review**: Through adopting the proposed approach, an underspend of £9.000 million is anticipated on the Loans Fund budget in 2020/2021. This is the first part of the £68 million gain detailed in section 8.12, and is detailed in Appendix 2 Table 1. Based on the Council's Long Term Budget Strategy, and a need to keep the savings requirement at a manageable level across each of the coming years, it is suggested that £3.000 million of this be used in 2021/2022, and then a greater amount in future years.

**Use of Loans Fund Review Reserves: £3.000 million
(Temporary for 2021/2022 only)**

- 8.22. Using the balance of the funds generated from the Loans Fund Review there is the ability to smooth the requirement for savings over the medium term. Table 4 below shows the expected level of savings based on this report, and the medium term strategy as reported to Executive Committee (15 August 2018). Appendix 3 shows the make up of these figures. Through applying the funds generated from the Loans Fund review (£68 million) over the years to 2026/2027 as temporary solutions, reduces the overall need for savings each year. The total of £68 million is fully utilised by the end of 2026/2027.

Table 4 - Use of Reserves / Loans Fund Review Across Years

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Savings Requirement (Appendix 3)	32.983 (section 7.11)	22.599	11.440	10.160	9.780	9.720	96.682
Use of Reserves (s8.4)	(16.600)	16.600	-	-	-	-	-
Savings Estimate After Use of Reserves	16.383	39.199	11.440	10.160	9.780	9.720	96.682
Loans Fund Review – Use of Benefit (s8.21)	(3.000)	(27.400)	(23.500)	(14.000)	-	-	(67.900)
Reinstate Prior Year Loans Fund Review Benefit	-	3.000	27.400	23.500	14.000	-	67.900
Savings Requirement	13.383	14.799	15.340	19.660	23.780	9.720	96.682

- 8.23. As detailed in Table 4, there is £68 million of Loans Fund Review benefit. It is proposed that the Council take the benefit of the Loans Fund Review exercise, which allows the utilisation of the £68 million across the coming years. By employing the profile of use shown in Table 4, but assuming no decision on the level for Council Tax Band D for 2021/2022, then this would keep the savings requirement at circa £20 million for that year.

9. Summary and Next Steps

- 9.1. Taking account of the Corporate Solutions and the Use of Reserves/Loans Fund Reserves, and no decision on the level for Council Tax Band D, the Budget Gap for 2021/2022 is circa **£20 million**.
- 9.2. It is proposed that officers commence work on a package of savings for the coming year to the value of £20 million.
- 9.3. As some of these corporate solutions are temporary in nature, they will have an impact on the following year. Given the potential for impact on 2022/2023, it is proposed that any temporary solutions used in 2021/2022, be considered again, once the Government Grant level is known later in 2020.

10. Reinstatement

- 10.1. As well as the use of Reserves and Loans Fund Review Reserves detailed in Table 4, the 2021/2022 budget includes a number of solutions which are temporary in nature and will require to be re-instated in future years. These are also include in the

figures in Table 4. Table 5 shows the details over the next 2 years.

Table 5: Temporary Solutions

	Year of Adjustment	
	2022/ 2023 £m	2023/ 2024 £m
2021/2022 Corporate Solutions		
2020/2021 Government Grant – Stage 1 Budget: Use Underspend from 2020/2021 Grant (<i>section 7.3</i>)	5.389	-
Use of Reserves (<i>section 8.4</i>)	16.600	-
Loan Review Reserves (<i>section 8.21</i>)	3.000	27.400
Temporary Budget Solutions from Previous Year Budgets		
Capital Receipts (use in 2020/2021 & 2021/2022) (<i>section 9.1 – Council Report, 26 February 2020</i>)	5.000	-
Additional Council Tax from extra properties in 2019/2020 and also additional properties in 2020/2021 – expected future reduction in Government Grant (<i>section 9.1 – Council Report, 26 February 2020</i>)	0.920	-
Total Temporary Solutions	30.909	27.400

- 10.2. It is noted that while Table 5 includes a requirement to reinstate budget of £27.400 million in 2023/2024 following the use of reserves from the Loans Fund review, there would be a balance of reserves still unused from the Loans Fund review that would help smooth the impact on the savings requirement going forwards, as illustrated in Table 4 above.

11. Employee Implications

- 11.1. There are no direct employee implications from this report.

12. Financial Implications

- 12.1. The financial implications are summarised within the report.

13. Climate Change, Sustainability and Environmental Implications

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

14. Other Implications

- 14.1. The financial strategy is a way of managing a number of key risks which directly impact on the money available to deliver Council objectives. As detailed in the report there is no certainty on the level of funding that will be received over the life of this Strategy. This Strategy is based on economic information and advice we have, however it is accepted that these are assumptions.
- 14.2. Due to the steps that will be taken over the coming months by UK and Scottish Governments (including Budget announcements which will reflect the impact of the Coronavirus) our assumptions may have to change, and a revision to the Strategy will likely be required. This will be considered on receipt of the government grant settlement, expected in late 2020.
- 14.3. The main risk area, where the council has made assumptions which have a significant impact on the budget estimates going forwards, are on the level of grant

which we will receive (as detailed in Appendix 1). In addition, any general pay, demand or prices increases currently unknown, have been estimated as far as possible. Finally, the level of new build properties and therefore Council Tax Income generation is based on best information but could be impacted on by COVID-19. Any movement in these assumptions would be a risk to the Strategy.

- 14.4. The Budget for 2021/2022 includes contributions made in relation to employees' pensions. Recent court rulings in relation to pensions suggest there may be an impact on the local government pension scheme in the future. However, given the uncertainty surrounding the level of any potential impact, there has been no cost increase factored into the 2021/2022 Budget Strategy. This will be kept under review.

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 is no requirement to undertake any consultation in terms of the information contained in this report.
- 15.3. However, as the process to identify savings continues, and with proposals to be presented to members later in the year, stakeholder consultation and equality impact assessments will be carried out. The results will be provided to members to inform the decision making process.

Paul Manning

Executive Director (Finance and Corporate Resources)

8 June 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Executive Committee, 15 August 2018
- ◆ Executive Committee, 26 June 2019
- ◆ Council, 26 February 2020

Contact for Further Information

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

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2021/2022 Budget Strategy

This Appendix details the assumptions employed in the 2021/2022 Budget Strategy.

1. Budget Strategy Expenditure Assumptions

- 1.1. In arriving at the expenditure assumptions, a number of factors are taken into account including the reinstatement of previous year solutions, the impact of decisions taken during the 2020/2021 Budget process, demographics, economic conditions and ongoing commitments of the capital programme. These are each taken in turn.

Re-Instatement of 2020/2021 Temporary Solutions

- 1.2. A number of budget strategy solutions approved for the 2020/2021 Revenue Budget must be re-instated in 2021/2022. These are detailed below.
- 1.3. **2019/2020 Approved Savings:** A 2019/2020 **approved saving** for Early Years Realignment of Early Learning and Childcare Income (EDR04) on a one-off basis. This requires to be re-instated and this added **£0.045 million** to the budget strategy in **2021/2022**.
- 1.4. **2020/2021 Approved Savings:** A 2020/2021 **approved saving** for Residual Waste (CER17) as it was a one-off refund from a contractor that was set aside to assist with the 2020/2021 Strategy. This requires to be re-instated and this added **£0.488 million** to the budget strategy in **2021/2022**.
- 1.5. **Temporary Budget Solutions from Previous Years:** A number of temporary solutions implemented across a number of previous strategies now require to be re-instated as they are no longer available. These include the debt flexibility funding (£6.100 million) and the 2018/2019 underspend of £4.000 million used in 2019/2020 and 2020/2021 (£2.000 million). In total, these require **£8.100 million** to be added to the budget strategy in **2021/2022**.
- 1.6. **Reinstatement of 2020/2021 Corporate Solutions:** The budget for a number of Budget Strategy solutions approved as part of the 2020/2021 Revenue Budget must be re-instated in 2020/2021. These are detailed below.
- 1.7. **Underspends:** As part of the 2020/2021 Budget, the use of previous year underspends were approved to support the budget on a one-off basis. These include the 2018/2019 underspends for Interest on Revenue Balances and the Community Participation Team (£0.620 million) and the 2019/2020 underspend in relation to Third Sector payments, interest on the secondary school contract and the Strathclyde Passenger Transport requisition (£0.540 million). These require to be re-instated and add **£1.160 million** to the budget strategy in **2021/2022**.
- 1.8. **Loan Charges:** As part of the 2020/2021 Budget, Loan Charges solutions were approved to support the budget on a one-off basis. These include the use of underspends in the loan charges budget in 2018/2019 (£2.800 million), the 2019/2020 underspend (£6.500 million) and the anticipated underspend in the 2020/2021 budget (£3.000 million). These require to be re-instated and add **£12.300 million** to the

budget strategy in 2021/2022.

- 1.9. **Use of Reserves:** As part of the 2020/2021 Budget, Reserves were approved to support the budget on a one-off basis. These included the use of reserves earmarked for budget strategies (£5.000 million approved by Executive Committee on 26 June 2019) and the additional £3.645 million of reserves earmarked for budget strategies approved by Council on 26 February 2020. These require to be re-instated and this adds **£8.645 million** to the budget strategy in **2021/2022**.
- 1.10. **Impact on Grant Funding of Additional Council Tax Properties:** As detailed in section 4.7 of the report, additional properties impact on Government Grant 2 years after the new properties arise. This adds **£1.382 million** to the Strategy in **2021/2022**.
- 1.11. These temporary solutions require a total of **£32.120 million** to be added to the 2021/2022 budget strategy, as reported in the 2020/2021 Budget report to Council (26 February 2020).
- 1.12. **Stage 1 Budget Bill:** the 2021/2022 Budget assumes that the Stage 1 Budget bill funding of £5.659 million from 2020/2021 will not continue (section 4.7 of report). Of this funding, £0.270 million was used to balance the budget in 2021/2022. This will require to be re-instated and adds **£0.270 million** to the budget strategy in **2021/2022**.

Pay Items

- 1.13. **Pay Award (incl Apprenticeship Levy):** The multi-year pay deal for both Teachers and Non Teachers comes to an end on 31 March 2021. There has been no notification of what the pay award will be beyond that. An assumption has been made regarding the potential increase for 2021/2022 which results in an increase of **£8.243 million** into **2021/2022**. This will be updated as more information becomes available.
- 1.14. **Local Government Pension Scheme:** An actuarial review is due to be carried out on the Strathclyde Pension Fund in 2020. The review will include any impact of the McLeod legal case on pensions and also the impact of current market conditions on investments. The outcome of the review will not be known until late 2020. It is not possible to predict the outcome of the review, and therefore no amount has currently been included in the Strategy. This position will be updated as more information becomes available.
- 1.15. **Teachers Pension:** The 2016 actuarial review resulted in changes to the assumptions for Teachers' Pensions from 2019/20 onwards. According to the Scottish Public Pension Authority (SPPA) website, the next valuation will be in 2020 and the outcome of this will determine the contribution rate to be applied for 2023/2024 onwards. Therefore no increase requires to be included in the 2021/2022 strategy.
- 1.16. The total impact of the **Pay Items** on the 2021/2022 Strategy is **£8.243 million**.

Price Increases

- 1.17. **Secondary Schools' Modernisation Contract:** The Strategy includes the requirement to fund inflationary increases for the Secondary Schools' Modernisation

Contract. The Retail Price Index rates (as per Office of Budget Responsibility at March 2019 – there are no recent projections available) were applied to the 2020/2021 contract payment. The Strategy includes **£1.072 million for 2021/2022**.

- 1.18. **Non Domestic Rates:** Estimates for the Council's increased NDR costs, as a result of potential increases in rates poundage, have been made based on 2020/2021 information. Trends in increases over the last few years have been applied to arrive at the estimated budget requirements of **£0.435 million for 2021/2022**.
- 1.19. **Social Care:** As in previous years, the Strategy assumes increases in prices reflecting the ongoing commitments for Social Care contracts held by the Council. Increases similar to those experienced in previous years, have been assumed for Social Care price increases for Care Home contracts into 2021/2022 (**£0.700 million**). This excludes additional costs for living wage funded by the Government.
- 1.20. The total impact of the **Price Increases** on the Strategy is **£2.207 million**.

Funding for Priorities

- 1.21. **Waste Management:** The Council let a number of new contracts for waste in 2017/2018. An amount of **£0.300 million** has been included in the Strategy for contract inflation for **2021/2022**. This is based on the budget strategy for Waste Services which also utilises funding held in Reserves in its early years.
- 1.22. The total impact of the **Funding for Priorities** on the Strategy is **£0.300 million for 2021/2022**.

Related Parties and Joint Boards

- 1.23. Assumptions for cost increases of **£0.363 million** for South Lanarkshire Leisure and Culture Trust are included in the Strategy for **2021/2022**. This reflects the cost of the 2020/2021 pay award. It is expected that savings identified by the Trust will be considered alongside the Council's savings package.
- 1.24. Strathclyde Passenger Transport did not increase their requisitions in the last 2 years. The Strategy for 2021/2022 assumes the same 'no change' in the requisition payment going forward and will be updated as more information becomes available.
- 1.25. The total impact on the Strategy of the **Related Parties and Joint Boards** is **£0.363 million for 2021/2022**.

Revenue Consequences of Capital

- 1.26. The assumptions in this Strategy continue to include provision for the revenue consequences of the opening of new primary schools and other approved capital projects. An amount of **£0.069 million has been included in the Strategy for 2021/2022**. These additional costs are mainly for nursery and primary school expansions. There may be other revenue consequences and these costs will be finalised over the coming months as timescales for the delivery of capital projects are confirmed.
- 1.27. **City Deal – Interest on Borrowing:** Due to the timing of the grant in respect of City Deal, the Council will require to borrow on a temporary basis to fund the projects. The Scottish Government have changed the accounting regulations to allow the

Council to delay principal repayments until the grant is received. However, the Council will still have to account for the interest payments temporarily on the borrowing on an annual basis. An amount of **£0.190 million** has been included in the Strategy for **2021/2022**.

- 1.28. The total impact of the **Revenue Consequences of Capital** on the Strategy is **£0.259 million for 2021/2022**.

Other Budget Items

- 1.29. **Caird Centre:** As part of the anticipated Caird Data Centre exit date of 30 June 2021, the preferred model for Council corporate IT server and storage services is a hybrid model of traditional racked servers and storage, virtualised servers and cloud services. This gives the Council the greatest flexibility to deliver computer services. This will **cost £0.650 million in 2021/2022**.
- 1.30. **Microsoft Licenses:** The Council's operating systems and applications must be fit for purpose in the face of the increased risk of cyber-attacks. Targets for compliance have been set by both the Scottish and UK Governments. There is a requirement to upgrade the Windows, Exchange and Office applications due to the end of manufacturer support. The Council is required to have in place subscription licensing for Microsoft's email, Windows and Office suite products moving forward. **The increased cost of this is £0.932 million into 2021/2022.**
- 1.31. The total impact of the **Other Budget Items** on the 2021/2022 Strategy is **£1.582 million**.

Appendix 2

Loans Fund Review

1. Background

- 1.1. The Council's Long Term Revenue Budget Strategy results in the requirement for significant budget savings. This includes the anticipated reductions in Government Grant, Pay and Prices Pressures and Investment in Council Priorities. The Council's Loan Charges budget is part of the Revenue Budget.
- 1.2. A change in regulations around how councils account for debt repayments means that councils now have more flexibility around how long debt is repaid over.
- 1.3. At its meeting on 26 June 2019, the Council approved a change to the Treasury Management Strategy which allows the council to consider options around how debt is repaid, and gives scope to release funds in the short term, which can help with financial pressures. This exercise has been worked on during financial year 2019/2020 with the results shown in the Business Case attached to this Appendix. This covering report will summarise the Review and detail the benefit gained from implementing the revised approach to debt repayment.

2. Loans Fund Review

- 2.1. A review of the Council's Loans fund repayments has been undertaken in order to identify options to repay the Council's debt over a longer period of time and to reduce costs to the Council's revenue account.

- 2.2. The review looked at reprofiling debt repayments in line with the life of the assets that the borrowing was taken for. This would mean repaying debt over a longer period of time. This review has now been completed and the results are shown in a Business Case attached as an Appendix to this report. The outcome of the review is summarised from section 2.4.
- 2.3. The review examined the Council's loans fund, with detailed analysis of the debt repayments made, how long we take to repay this debt and the interest rate used in calculating the debt repayments.
- 2.4. **Outcome of the Review:** The review identified that an alternative approach to the debt repayments could be adopted. Under the current approach, debt is repaid over an average of around 40 years. Under the alternative approach, repayments could now be made over a period reflecting the expected asset life of 50 years. A standard rate of interest for the calculation would also be applied (5%).
- 2.5. As the majority of the debt has been taken to support capital expenditure on schools, an asset life of 50 years, as advised by Housing and Technical Resources, is appropriate.
- 2.6. This approach does not change the useful life of the asset. How long an asset can be operational is determined by considering the maintenance regime in place (to keep the building at an appropriate standard) and also whether it will still be fit for purpose. It is appropriate to assume an average asset life of 50 years as our assets are subject to an asset management regime and are well maintained.
- 2.7. The programme of General Services' capital projects for the year 2020/2021 approved by the Chief Executive, in consultation with the Group Leaders on 25 March 2020 includes £4.800 million for Planned Asset Management to maintain all of the Council's new build General Services facilities (constructed post 2000) in a good condition and to a compliant standard; and £0.750 million for Lifecycle Replacement – Schools to commence a programme of replacement for major elements of infrastructure within schools.

3. Impact of Changing Loans Fund Repayments

- 3.1. If we choose to adopt the alternative approach, the guidance allows the Council to change our loans fund repayments that we have made to date, by applying the change retrospectively. This means that if the Council had adopted this different Treasury Management Practice at the point at which borrowing was taken, it would have repaid less debt by the end of March 2019 than it has actually done. Because of this an amount of £68 million, which is no longer required to be paid by the end of March 2019, can be offset against future year debt repayments, creating an underspend in the Council's revenue budget. The underspend in the revenue budget can be held in reserves and used to support the Council's budgets going forwards.
- 3.2. It should be noted that there is no impact on the overall amount of debt repayments for each loan - the same level of debt will need to be repaid. However, it will take longer to repay the debt. This will mean that the Council's debt will be higher than currently anticipated and as a result, interest costs will be higher than currently estimated.
- 3.3. In addition to the one-off benefit of £68 million we could also see lower repayments in the years from 2019/2020 to 2046/2047. These total £198 million as shown on Appendix A of the Business Case. There is no impact on the overall level of debt

repaid, as the lower repayments made in the earlier years will be offset by greater repayments in the years beyond 2046/2047. In addition, again, further interest costs would be incurred due to not repaying debt as quickly.

- 3.4. The total additional interest cost due to these reduced debt repayments is estimated at £208 million over the period to 2072/2073. If we take into account that these interest payments will be made over the next 50 years, and that in the future money is worth less because of inflation we can calculate what the equivalent present value is of these interest payments. Taking account of the time value of money, the additional interest payments would be £94 million at today's values.
- 3.5. The annual interest costs start at £0.4 million in 2019/2020 before rising to £6.8 million in 2046/2047 and then falling to £0.012 million in 2072/2073. Interest costs are shown on Appendix A of the Business Case. This method would mean an incremental increase in the loan charges budget of circa £0.400 million per annum.
- 3.6. While the additional interest costs shown in Appendix A of the Business Case begin in 2019/2020, due to the fact that budgets have already been set to 2020/2021, the first year in which the loan charge budget can be increased to reflect the additional costs will be 2021/2022 as shown in Section 4.9 of this report in Table 2.
- 3.7. This overall level of additional interest costs is significant, and therefore options have been looked at to reduce the impact for the council. To mitigate some of the additional interest costs, the benefit that the Council could take from revising debt write off periods can be limited to the one off £68 million identified at section 3.1. This can be done by making additional voluntary debt repayments to match current estimates of loan charge costs. This reduces the additional interest detailed at section 3.4. This proposed approach is set out in the following section.

4. Proposed Way Ahead

- 4.1. **Revised Debt Repayment Approach:** It is proposed that the Council takes advantage of the guidance which allows us to reconsider our debt repayment approach. This means that we move to apply an average 50 year asset life and 5% interest rate assumptions when calculating debt repayments. This would allow the council to release a financial benefit in the short term.
- 4.2. The Revenue Budgets for 2019/2020 and Strategy for 2020/2021 already takes account of the use of capital receipts to support the in-year budgets by paying for principle debt repayments. The amount of receipts utilised are £5.500 million and £5.000 million in the two years respectively. This limits the benefit that can be taken in these years.
- 4.3. **Managing Additional Interest Costs:** In order to limit the impact of additional interest payments, it is proposed that voluntary debt repayments are made.
- 4.4. The additional voluntary debt repayments proposed are shown on Appendix A of the Business Case. Appendix A takes the £68 million which is no longer required to be paid by the end of March 2019, and which can be offset against future year debt repayments, commencing in 2019/20. As the implications of the Loans Fund Review will not be implemented until 2020/2021, then the offset of debt repayments will actually commence in 2020/2021. This is shown in Table 1 which illustrates how the £68 million benefit will be released to the Council from 2020/2021, taking into account the use of capital receipts to support the in-year budget in that year.

Table 1: Benefit of Reduced Debt Repayments – Delayed 1 Year

Year	Reduction in Debt Repayments £m	Additional Voluntary Debt Repayments £m	Net Benefit Released £m
2020/2021	9.000	0.000	9.000
2021/2022	15.783	0.000	15.783
2022/2023	16.245	0.000	16.245
2023/2024	16.921	0.000	16.921
2024/2025	17.824	-7.833	9.991
2025/2026	18.534	-18.534	0.000
Total to 2025/2026	94.307	-26.367	67.940
2026/2027 to 2073/74	-94.307	26.367	-67.940
Total	0.000	0.000	0.000

- 4.5. The benefit released would be £67.940 million in the short term (by 2024/2025) which could then be used to reduce savings requirements in future Budget Strategies.
- 4.6. By doing this, the estimated interest costs can be reduced to £77 million over the period to 2072/2073. The annual interest costs start at £0.450 million in 2020/2021 before rising to £1.746 million in 2024/2025. Once the budget of £1.746 million is established in 2024/2025, there are no further budget increases required and they sit at this level until 2062/2063 when they start to fall, finishing at £0.012 million in 2072/2073. Again, taking into account the time value of money, the present value of these additional interest costs is £36 million at today's values.
- 4.7. While the current policy on loans fund repayments states that the Council's strategy for managing debt includes the early repayment of debt, this will be updated to make it clear that additional voluntary repayments will be used as a tool to reduce interest costs and ensure that charges to the revenue account remain prudent and affordable in the long term. As no additional voluntary repayments are proposed until 2024/2025, this can be done when the policy is next set in early 2021.
- 4.8. The £68 million reflects the amount which is no longer required to be paid by the end of March 2019, and which can be offset against future year debt repayments. This benefit of this has been taken across the coming years from 2020/2021. There is the potential opportunity to take the debt no longer required to be paid as at the end of March 2020. This may realise further benefit. This will be pursued, and brought back to Committee as appropriate.
- 4.9. **Budget Required for Interest Costs:** In order to provide budget for the additional interest costs, an incremental increase to the budget is required. Interest costs are shown in Table 2 for the years to 2061/2062, with the full profile of spend shown on Appendix A of the Business Case. It is proposed that these incremental increases are factored into future budget strategies.

Table 2: Interest Costs Across Years

Year	Annual Cost of Interest £m	Incremental Increase / Budget increase required £m
2019/2020	0.218	-
2020/2021	0.450	-
2021/2022	0.855	0.855
2022/2023	1.273	0.418
2023/2024	1.707	0.434
2024/2025	1.746	0.039
2025/2026 to 2061/2062	1.746	-

5. Summary of Proposals

- 5.1. It is proposed that the Council makes changes to how the repayment of its debt is calculated and applies an average asset life of 50 years and an interest rate of 5% in the calculation of its loans fund principal repayments.
- 5.2. By applying this approach retrospectively, the Council can offset £68 million of historic debt repayments against future debt repayments. This can be used to reduce charges to the Council's revenue account and thereby increase the level of Council reserves which can be used to support the Council's budgets going forwards.
- 5.3. This approach will mean that the Council's debt will be higher in the future than currently estimated and will result in additional interest costs being incurred. In order to contain the additional interest costs to affordable levels, additional voluntary repayments of debt will be made.
- 5.4. This approach allows the Council to reduce its debt repayments by £68 million to 2025/2026, but as debt will be higher in the future, will result in additional interest costs of £77 million over the period to 2072/2073. The annual increase in interest costs is £1.746 million.

6. Financial Implications Summary

- 6.1. The financial implications are covered in section 5 of this report. Revising the loans fund repayments releases a benefit in the short term of £68 million which could then be used to reduce savings requirements in future Budget Strategies. This position is based on the exercise to review the Loans Fund during 2019/2020. This is for illustration only any change to the timescales employed would mean a change to the profile of benefit. However, the £68 million total benefit would be maintained.
- 6.2. There is no impact on the overall amount of debt repayments made, the length of time they are paid over will increase.
- 6.3. By taking advantage of this opportunity, the Council will not repay its debt as quickly and so additional interest costs will be incurred. The total cost of this additional interest is £77 million over 50 years (section 5.4). Taking into account the time value of money, the present value of the additional interest costs is £36 million. Once an interest budget of £1.746 million is established by 2024/2025, there are no further budget increases required.
- 6.4. The overall position across years is shown on Appendix A of the Business Case attached.



Outcome of Loans Fund Review Carried out by Link Asset Services

Business Case for the Revision of Loans Fund Repayment Policy

1. Background

- 1.1. 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.
- 1.2. As at 31 March 2019, the balance of loans fund advances outstanding for General Fund Services totals £818.938m.

2. The Local Authority (Capital Finance and Accounting) (Scotland) Regulations

- 2.1. The Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016 (the 2016 Regulations) came into force on 1 April 2016. These Regulations replaced the statutory provisions for local authority borrowing, lending and loans fund as set out in Schedule 3 of the Local Authority (Scotland) Act 1975.
- 2.2. The Regulations require a Loans Fund to be administered in accordance with the Regulations, proper accounting practice and prudent financial management.
- 2.3. Regulation 14 requires a local authority to determine for each loans fund advance:
 - the period over which the advance is to be repaid to the loans fund;
 - the amount of repayment to be made to the loans fund in each financial year in that period
- 2.4. Regulation 14(2) allows a local authority to subsequently vary either the period or the amount of the repayment (or both) if it considers it prudent to do so.
- 2.5. Statutory Guidance on Loans Fund Accounting issued by Scottish Ministers states that this provision enables a local authority to make additional voluntary repayments of any loans fund advance.

3. Application of the Regulations

- 3.1. Audit Scotland's initial interpretation of the 2016 Regulations, was that the prudent approach could not be applied to loans fund advances made prior to 1 April 2016.
- 3.2. Following discussions between Audit Scotland, the CIPFA Directors of Finance Section, COSLA, and the Scottish Government, in June 2019 Audit Scotland confirmed that they were satisfied that the 2016 Regulations could be applied to advances taken before 1 April 2016. Specifically, this included Regulation 14(2) which permits a local authority to vary the period and amount of the repayment if it considers it prudent to do so.

4. Demonstrating a Prudent Approach

- 4.1. The 2016 Regulations require Scottish Authorities to make a prudent provision for debt repayment to the revenue account each year. The 2016 Regulations do not define what constitutes a "prudent provision".
- 4.2. A prudent repayment of a loans fund advance is one which is reasonably commensurate with the period and pattern of benefits provided to the community from the capital expenditure. When considering prudence it may be the case that providing for debt repayment over too short a period is equally as imprudent as providing over too long a period.

5. Loans Fund Review

- 5.1. Following the introduction of the new regulations and clarification from Audit Scotland, the Council's Treasury Management Advisors, Link Asset Services, were asked to undertake a review of the Council's Loans Fund to identify any possibilities to reprofile the repayment of loans fund advances.
- 5.2. The objective of the review was to profile loans fund advance repayments in line with the life of the associated assets, to achieve short to medium term benefit to the General Fund and to assist with easing current budgetary pressures while ensuring that the provision provided remains prudent and compliant with the statutory guidance.

6. Loans Fund Repayments

- 6.1. In their review of the loans fund, Link Asset Services have continued to use the annuity method of repayment, where the annual repayment increases over time. This reflects the existing method used by South Lanarkshire Council, takes into account the time value of money, and links the repayment of the advance to the flow of benefits from an asset.
- 6.2. Two factors determine the annual repayment of an advance under the annuity method:
 - the period set for which each advance is to be repaid to the loans fund, which is linked to the asset life, and
 - the annuity or interest rate used in the loan charge calculations.

7. Asset Lives

- 7.1. A review of the asset lives used in the Council's Loans Fund calculations confirmed that various different repayment periods have been used when setting the period for advance repayments within the General Fund, generally ranging from 20 to 50 years.
- 7.2. An analysis of all loans fund advances issued between 2004/2005 and 2018/2019 has identified that the majority (75%) of General Fund advances had lives of 50 years.

8. Annuity Rate

- 8.1. A review of the Loans Fund interest rate used in the existing calculation of loans fund advances has identified that it ranged from 3.87% to 7.44% and that taking into account the level of expenditure in each year, the weighted average rate over the period was 5%.

9. Revised Calculations

- 9.1. In their review of the loans fund, Link Asset Services have adopted a simplified method that uses an average repayment period for all loans fund advances and an average annuity rate that takes into account the Council's historic interest rate used in the calculation of principal repayments.
- 9.2. The revised calculation has been applied based on the following:
 - 50 years for General Fund advances from 2004/2005,
 - 50 years for the balance of General Fund advances outstanding as at 1 April 2004, and
 - A 5% interest rate.

- 9.3. The result of the revised calculation results in an adjustment to the balance of loans fund advances that should be outstanding as at 31 March 2019, and an excess provision that has been charged to the General Fund of £67.940 million.
 - 9.4. The excess provision due to the revised calculation can be taken in future years to reduce loans fund advance repayments in any way that the Council wishes, as long as it deems it prudent and does not result in a negative charge.
 - 9.5. In addition to the excess provision that has been identified, applying the simplified approach retrospectively results in changes to repayments in the future.
 - 9.6. There is no impact on the overall amount of loans fund advances that will be repaid, however the profile of the repayments will be changed. However any reductions in the repayment of loans fund advances in future years, the Council will not repay its debt as quickly and so additional interest costs will be incurred.
- 10. Impact of Revised Calculations on General Fund**
- 10.1. As noted in 9.3, the impact of the revised calculation for the General Fund loans fund advances shows an excess provision of £67.940m between the original charge of £911.846 million and the revised charge of £979.786 million. This is shown in Appendix A.
 - 10.2. In addition to the £67.940 million excess provision, the recalculation of the loans fund advances also means lower charges to from 2019/2020 to 2046/2047, totalling £198.348 million.
 - 10.3. The excess provision has been applied over the financial years 2019/2020 to 2027/2028 in order to negate the overpayment of advances over as short a time period as possible, while not resulting in a negative charge. This results in a nominal charge of approximately £5k over this period. This allows the Council to take reduced loan charge over this period, and get the benefit of the earlier overpayments.
 - 10.4. The £68 million reflects the amount which is no longer required to be paid by the end of March 2019, and which can be offset against future year debt repayments. This benefit of this has been taken across the coming years. There is the potential opportunity to take the position at the end of March 2020, which may realise further benefit. This will be pursued, then it will be brought back to Committee as appropriate.
 - 10.5. The total reduction in loans fund advance repayments over the period 2019/2020 to 2046/2047 totals £266.288 million as highlighted in Appendix A. As explained in paragraph 9.6., this means that the Council will not repay its debt as quickly and so additional interest costs will be incurred.
 - 10.6. Appendix A shows that the total interest costs that will be incurred due to the reduction in loans fund advance repayments of £266.288 million are estimated at £208.452 million over the period 2019/2020 to 2072/2073. They start at £0.360 million in 2019/2020 before rising to £6.844 million in 2046/2047 and then falling to £0.012 million in 2072/2073. Interest costs are shown in Appendix A. This method would mean an incremental increase in the loan charges budget of at circa £0.400m per annum in the early years.

- 10.7. In total, taking into account the revised loans fund advance repayments and the additional interest costs, savings in loan charges of £160.371 million can be achieved over the period 2019/2020 to 2040/2041 with annual savings over the period 2019/2020 to 2040/2041 averaging £7.290 million per annum, however this is offset by increases in loan charges of £368.823 million over the period 2041/2042 to 2073/2074. Costs in 2059/2060 are £25.794 million higher than the current forecasted charge.
- 10.8. **Alternative Approach:** As stated in paragraph 2.5., Statutory Guidance on Loans Fund Accounting issued by Scottish Ministers states that Regulation 14(2) of the 2016 Regulations enables a local authority to make additional voluntary repayments of any loans fund advance. In order to mitigate the high level of interest costs, additional voluntary repayments have been considered.
- 10.9. By making additional voluntary repayments of loans fund advances the outstanding debt, and additional interest costs, can be reduced. This is shown in Appendix B.
- 10.10. Appendix B shows the excess provision of £67.940 million between the original charge of £911.846million and the revised charge of £979.786 million remains and the reduction in charges from 2019/2020 to 2046/2047 of £198.348 million, however by making the additional voluntary repayments of loans fund advances as shown in green, the total reduction in loans fund advance repayments over the period 2019/2020 to 2046/2047 can be limited to £67.940 million.
- 10.11. By limiting the total reduction in loans fund advance repayments to £67.940 million, the total estimated interest costs can be reduced to £76.983 million over the period 2019/2020 to 2072/2073, starting at £0.218 million in 2019/2020 before rising to £1.746 million in 2024/2025 and then falling to £0.012 million in 2072/2073. Interest costs are shown in Appendix B. Once the budget of £1.746 million is established by 2024/2025, there are no further budget increases required.
- 10.12. Making additional voluntary repayments to reduce interest costs will result in an excess of £198.348 million of loans fund advance repayments (in comparison to the revised calculation) being made over the period 2024/2025 to 2046/2047.
- 10.13. Guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003 and applicable to local authorities in England allows local authorities to choose to pay more than they consider prudent in any given year and to then offset this overpayment against the current years prudent provision.
- 10.14. While there is no specific mention of the ability to offset additional voluntary repayments against the current year's prudent provision in the 2016 Regulations, neither is there anything in the Regulations that specifically prevents this.
- 10.15. Advice from the Council's Treasury Management Advisors is that there is nothing in the guidance that prevents additional voluntary repayments being used to reduce loans fund advance repayments in future years.
- 10.16. Appendix B shows the excess of £198.348 million of additional voluntary repayments being applied over the period 2047/2048 to 2062/2063 to reduce the repayment of loans fund advances in these years.
- 10.17. In total, taking into account the revised loans fund advance repayments, the additional voluntary repayments, and the additional interest costs, savings in loan

charges of £61.945 million can be achieved over the period 2019/2020 to 2023/2024. Annual savings over the period 2019/2020 to 2022/2023 average £12.389 million per annum, however this is offset by increases in loan charges of £138.928 million over the period 2024/2025 to 2073/2074.

- 10.18. The increase in annual charges is limited to £1.746 million over the period 2024/2025 to 2061/2062 before increasing to £16.997 million in 2063/2064.

10. Conclusion

- 11.1. The impact of the simplified method used in the revised calculation of loans fund advances repayments allows significant savings in loan charges to be made in the short to medium term.
- 11.2. These savings, however will come at a cost as the Council will not reduce its debt as quickly as it would have, and so additional interest will be incurred.
- 11.3. Appendix A has shown that the additional interest costs are significant and would require investment in the loan charges budget to meet these costs in future years.
- 11.4. By making additional voluntary repayments of loans fund advances, the additional interest costs can be reduced, and the impact on future years' budgets can be contained.
- 11.5. The outcome of the loans fund review has shown that loans fund advance repayments can be profiled in line with the life of the associated assets, while achieving short to medium term benefit to the General Fund and assisting with easing current budgetary pressures.

11. Recommendation

- 12.1. It is recommended that the simplified method of calculating loans fund advance repayments that uses an average repayment period of 50 years for all General Fund loans fund advances and an average annuity of 5% is adopted.
- 12.2. It is recommended that in order to minimise the additional interest costs that will be incurred as a result of the reprofiling of loans fund advances, additional voluntary repayments of loans fund advances are made.
- 12.3. By doing so, it is estimated that savings in loan charges of £61.945 million can be achieved over the period 2019/2020 to 2023/2024 with annual savings over the period 2019/2020 to 2023/2024 averaging £12.389 million per annum.
- 12.4. It is recognised that there will be additional costs incurred as interest will be higher as a result of the reprofiling, however this can be limited to £1.746 million per annum.

General Fund Loan Charges								
Recalculation of Advances - All Advances 50 Yrs @ 5% Annuity Rate								
Excess Provision		-67.940						
Total Interest Cost		208.452						
	Original Charge	Revised Charge	Difference	Apply Excess Provision	Actual Charge	Difference	Interest	Total Saving/(Cost)
2019/20	14.005	6.657	7.348	6.652	0.005	14.000	0.360	13.640
2020/21	14.005	7.091	6.914	7.086	0.005	14.000	0.720	13.281
2021/22	15.787	7.706	8.082	7.701	0.005	15.783	1.125	14.657
2022/23	16.249	8.109	8.140	8.105	0.004	16.245	1.543	14.703
2023/24	16.926	8.535	8.390	8.531	0.004	16.921	1.978	14.944
2024/25	17.828	9.005	8.823	9.001	0.004	17.824	2.436	15.388
2025/26	18.538	9.456	9.083	9.451	0.005	18.534	2.912	15.622
2026/27	18.949	9.928	9.021	9.924	0.004	18.945	3.399	15.546
2027/28	19.169	10.425	8.744	1.489	8.936	10.233	3.662	6.571
2028/29	19.783	10.946	8.837	0.000	10.946	8.837	3.889	4.948
2029/30	19.881	11.493	8.388	0.000	11.493	8.388	4.105	4.283
2030/31	20.326	12.068	8.258	0.000	12.068	8.258	4.317	3.941
2031/32	20.638	12.672	7.967	0.000	12.672	7.967	4.522	3.445
2032/33	21.202	13.305	7.897	0.000	13.305	7.897	4.724	3.173
2033/34	21.859	13.970	7.888	0.000	13.970	7.888	4.927	2.961
2034/35	22.689	14.669	8.020	0.000	14.669	8.020	5.133	2.887
2035/36	23.416	15.402	8.014	0.000	15.402	8.014	5.339	2.675
2036/37	24.322	16.172	8.150	0.000	16.172	8.150	5.549	2.601
2037/38	24.803	16.981	7.822	0.000	16.981	7.822	5.750	2.072
2038/39	25.829	17.830	7.999	0.000	17.830	7.999	5.955	2.043
2039/40	25.756	18.722	7.034	0.000	18.722	7.034	6.136	0.898
2040/41	26.050	19.658	6.392	0.000	19.658	6.392	6.300	0.092
2041/42	26.387	20.641	5.746	0.000	20.641	5.746	6.448	-0.702
2042/43	26.786	21.673	5.114	0.000	21.673	5.114	6.579	-1.466
2043/44	27.034	22.756	4.277	0.000	22.756	4.277	6.689	-2.412
2044/45	27.083	23.894	3.189	0.000	23.894	3.189	6.771	-3.582
2045/46	27.234	25.089	2.145	0.000	25.089	2.145	6.826	-4.681
2046/47	27.009	26.343	0.666	0.000	26.343	0.666	6.844	-6.178
2047/48	26.802	27.660	-0.859	0.000	27.660	-0.859	6.822	-7.680
2048/49	26.916	29.043	-2.128	0.000	29.043	-2.128	6.767	-8.895
2049/50	25.840	30.496	-4.656	0.000	30.496	-4.656	6.647	-11.303
2050/51	26.130	32.020	-5.890	0.000	32.020	-5.890	6.496	-12.386
2051/52	26.643	33.621	-6.979	0.000	33.621	-6.979	6.316	-13.295
2052/53	28.294	35.302	-7.009	0.000	35.302	-7.009	6.136	-13.145
2053/54	29.955	37.068	-7.112	0.000	37.068	-7.112	5.954	-13.066
2054/55	26.798	36.547	-9.749	0.000	36.547	-9.749	5.703	-15.452
2055/56	23.557	37.720	-14.163	0.000	37.720	-14.163	5.339	-19.502
2056/57	19.259	36.620	-17.361	0.000	36.620	-17.361	4.893	-22.254
2057/58	14.461	34.767	-20.306	0.000	34.767	-20.306	4.371	-24.677
2058/59	11.840	33.061	-21.221	0.000	33.061	-21.221	3.826	-25.047
2059/60	8.032	30.580	-22.548	0.000	30.580	-22.548	3.246	-25.794
2060/61	5.181	26.076	-20.895	0.000	26.076	-20.895	2.709	-23.604
2061/62	1.321	22.645	-21.324	0.000	22.645	-21.324	2.161	-23.485
2062/63	0.684	19.483	-18.799	0.000	19.483	-18.799	1.678	-20.477
2063/64	0.590	16.313	-15.723	0.000	16.313	-15.723	1.274	-16.997
2064/65	0.000	11.659	-11.659	0.000	11.659	-11.659	0.974	-12.634
2065/66	0.000	9.133	-9.133	0.000	9.133	-9.133	0.739	-9.873
2066/67	0.000	7.095	-7.095	0.000	7.095	-7.095	0.557	-7.653
2067/68	0.000	5.910	-5.910	0.000	5.910	-5.910	0.405	-6.315
2068/69	0.000	5.551	-5.551	0.000	5.551	-5.551	0.263	-5.814
2069/70	0.000	4.578	-4.578	0.000	4.578	-4.578	0.145	-4.723
2070/71	0.000	3.648	-3.648	0.000	3.648	-3.648	0.051	-3.699
2071/72	0.000	0.841	-0.841	0.000	0.841	-0.841	0.030	-0.871
2072/73	0.000	0.677	-0.677	0.000	0.677	-0.677	0.012	-0.689
2073/74	0.000	0.473	-0.473	0.000	0.473	-0.473	0.000	-0.473
Total	911.846	979.786	-67.940	67.940	911.846	0.000	208.452	-208.452

The interest rate used in the calculation above reflects the PWLB 10 Year New Loan Maturity Rate as of 18 November 2019. Interest rates will fluctuate.

General Fund Loan Charges									
Recalculation of Advances - All Advances 50 Yrs @ 5% Annuity Rate (Add Vol Repayment)									
Excess Provision		-67.940							
Total Interest Cost		76.983							
	Original Charge	Revised Charge	Difference	Apply Excess Provision	Additional Voluntary Repayment	Actual Charge	Difference	Interest	Total Saving/(Cost)
2019/20	14.005	6.657	7.348	1.152		5.505	8.500	0.218	8.281
2020/21	14.005	7.091	6.914	2.086		5.005	9.000	0.450	8.550
2021/22	15.787	7.706	8.082	7.701		0.005	15.783	0.855	14.927
2022/23	16.249	8.109	8.140	8.105		0.004	16.245	1.273	14.972
2023/24	16.926	8.535	8.390	8.531	0.000	0.004	16.921	1.708	15.214
2024/25	17.828	9.005	8.823	9.001	16.333	16.337	1.491	1.746	-0.255
2025/26	18.538	9.456	9.083	9.451	18.534	18.538	0.000	1.746	-1.746
2026/27	18.949	9.928	9.021	9.924	18.945	18.949	0.000	1.746	-1.746
2027/28	19.169	10.425	8.744	10.420	19.164	19.169	0.000	1.746	-1.746
2028/29	19.783	10.946	8.837	1.569	10.406	19.783	0.000	1.746	-1.746
2029/30	19.881	11.493	8.388	0.000	8.388	19.881	0.000	1.746	-1.746
2030/31	20.326	12.068	8.258	0.000	8.258	20.326	0.000	1.746	-1.746
2031/32	20.638	12.672	7.967	0.000	7.967	20.638	0.000	1.746	-1.746
2032/33	21.202	13.305	7.897	0.000	7.897	21.202	0.000	1.746	-1.746
2033/34	21.859	13.970	7.888	0.000	7.888	21.859	0.000	1.746	-1.746
2034/35	22.689	14.669	8.020	0.000	8.020	22.689	0.000	1.746	-1.746
2035/36	23.416	15.402	8.014	0.000	8.014	23.416	0.000	1.746	-1.746
2036/37	24.322	16.172	8.150	0.000	8.150	24.322	0.000	1.746	-1.746
2037/38	24.803	16.981	7.822	0.000	7.822	24.803	0.000	1.746	-1.746
2038/39	25.829	17.830	7.999	0.000	7.999	25.829	0.000	1.746	-1.746
2039/40	25.756	18.722	7.034	0.000	7.034	25.756	0.000	1.746	-1.746
2040/41	26.050	19.658	6.392	0.000	6.392	26.050	0.000	1.746	-1.746
2041/42	26.387	20.641	5.746	0.000	5.746	26.387	0.000	1.746	-1.746
2042/43	26.786	21.673	5.114	0.000	5.114	26.786	0.000	1.746	-1.746
2043/44	27.034	22.756	4.277	0.000	4.277	27.034	0.000	1.746	-1.746
2044/45	27.083	23.894	3.189	0.000	3.189	27.083	0.000	1.746	-1.746
2045/46	27.234	25.089	2.145	0.000	2.145	27.234	0.000	1.746	-1.746
2046/47	27.009	26.343	0.666	0.000	0.666	27.009	0.000	1.746	-1.746
2047/48	26.802	27.660	-0.859	0.000	-0.859	26.802	0.000	1.746	-1.746
2048/49	26.916	29.043	-2.128	0.000	-2.128	26.916	0.000	1.746	-1.746
2049/50	25.840	30.496	-4.656	0.000	-4.656	25.840	0.000	1.746	-1.746
2050/51	26.130	32.020	-5.890	0.000	-5.890	26.130	0.000	1.746	-1.746
2051/52	26.643	33.621	-6.979	0.000	-6.979	26.643	0.000	1.746	-1.746
2052/53	28.294	35.302	-7.009	0.000	-7.009	28.294	0.000	1.746	-1.746
2053/54	29.955	37.068	-7.112	0.000	-7.112	29.955	0.000	1.746	-1.746
2054/55	26.798	36.547	-9.749	0.000	-9.749	26.798	0.000	1.746	-1.746
2055/56	23.557	37.720	-14.163	0.000	-14.163	23.557	0.000	1.746	-1.746
2056/57	19.259	36.620	-17.361	0.000	-17.361	19.259	0.000	1.746	-1.746
2057/58	14.461	34.767	-20.306	0.000	-20.306	14.461	0.000	1.746	-1.746
2058/59	11.840	33.061	-21.221	0.000	-21.221	11.840	0.000	1.746	-1.746
2059/60	8.032	30.580	-22.548	0.000	-22.548	8.032	0.000	1.746	-1.746
2060/61	5.181	26.076	-20.895	0.000	-20.895	5.181	0.000	1.746	-1.746
2061/62	1.321	22.645	-21.324	0.000	-21.324	1.321	0.000	1.746	-1.746
2062/63	0.684	19.483	-18.799	0.000	-16.148	3.335	-2.651	1.678	-4.329
2063/64	0.590	16.313	-15.723	0.000		16.313	-15.723	1.274	-16.997
2064/65	0.000	11.659	-11.659	0.000		11.659	-11.659	0.974	-12.634
2065/66	0.000	9.133	-9.133	0.000		9.133	-9.133	0.739	-9.873
2066/67	0.000	7.095	-7.095	0.000		7.095	-7.095	0.557	-7.653
2067/68	0.000	5.910	-5.910	0.000		5.910	-5.910	0.405	-6.315
2068/69	0.000	5.551	-5.551	0.000		5.551	-5.551	0.263	-5.814
2069/70	0.000	4.578	-4.578	0.000		4.578	-4.578	0.145	-4.723
2070/71	0.000	3.648	-3.648	0.000		3.648	-3.648	0.051	-3.699
2071/72	0.000	0.841	-0.841	0.000		0.841	-0.841	0.030	-0.871
2072/73	0.000	0.677	-0.677	0.000		0.677	-0.677	0.012	-0.689
2073/74	0.000	0.473	-0.473	0.000		0.473	-0.473	0.000	-0.473
Total	911.846	979.786	-67.940	67.940	0.000	911.846	0.000	76.983	-76.983

The interest rate used in the calculation above reflects the PWLB 10 Year New Loan Maturity Rate as of 18 November 2019. Interest rates will fluctuate.

Savings Requirement Across Years from 2022/2023

	2022/2023 £m	2023/2024 £m	2024/2025 £m	2025/2026 £m	2026/2027 £m
Grant Reduction (1%)	5.000	5.000	5.000	5.000	5.000
Council Tax – increase in Property Numbers	(1.100)	(1.100)	(1.100)	(1.100)	(1.100)
Council Tax – Impact on Grant	1.040	0.960	0.910	0.910	0.910
Pay Award / prices / Waste	11.050	11.180	11.320	11.470	11.610
Temporary Solutions	11.309	0.000	0.230	0.000	0.000
Council tax (4.84%)	(6.700)	(6.700)	(6.700)	(6.700)	(6.700)
Job Evaluation	1.500	1.600	0.000	0.000	0.000
Interest on Loan Charges (due to Loans Fund Review)	0.500	0.500	0.500	0.200	0.000
Total	22.599	11.440	10.160	9.780	9.720

Report

13

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Housing and Technical Resources)

Subject:	COVID-19 – Recovery Planning
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1. Purpose of Report

The purpose of the report is to:-

- ◆ update the Executive Committee on the Council Recovery Plan developed in relation to the following work streams
 - Council – organisational recovery
 - Support for business recovery
 - Health and Social Care Partnership – learning, influence on service wide re-design
 - Community and voluntary organisations – how to retain the contribution from these groups

2. Recommendation(s)

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

- (1) that the current and planned activity in relation to the work streams above be noted;
- (2) that the Council Recovery Plan, attached as Appendix A, is approved;
- (3) that the establishment of the Recovery Board is approved; and
- (4) that elected member representatives to comprise the Recovery Board are nominated.

3. Background

- 3.1. Covid-19 is a coronavirus that has been circulating since an outbreak in China in December 2019, having since spread worldwide.
- 3.2. Guidance on social distancing for everyone in the UK and protecting older people and vulnerable adults was issued by the UK Government on 16 March 2020 for those at increased risk of Covid-19.
- 3.3. On 23 March 2020, the UK and Scottish Governments introduced stricter measures to slow the spread of Covid-19. People were asked to stay at home (only leaving home for certain, limited, reasons) and only travel if their journey was 'essential'. People were all reminded of the important role that social distancing played in mitigating the impact of the virus.
- 3.4. In response to this there has been a need to cease/reduce/amend some services and also transform the way in which these are being delivered so that physical distancing measures can be adhered to; account can be taken of higher than usual absence levels; services are allowed to concentrate resource on key essential

frontline services; and to allow the council to take on an extensive range of new services to support our communities in response to the pandemic including:

- ◆ Hub schools
- ◆ Shielding/Wellbeing contact centre and the welfare support requirements identified through this such as food, meals and pharmacy deliveries
- ◆ PPE Hub and distribution to the care sector

- 3.5. Details of service changes have been notified to Elected Members in a comprehensive series of Covid-19 briefings provided, which are then reflected on the Council's web page / social media to ensure that our communities are kept informed.
- 3.6. On 21 May 2020 the First Minister published a route map for lifting lockdown restrictions, and on 28 May confirmed that Scotland would move into the first of four phases of recovery. Among other measures, this phase permits more outdoor activities, including non-contact sports, allows people to travel further for recreation (advised as five miles), and permits some construction and other outdoor work. A further review is scheduled for 18 June 2020 which could see further restrictions lifted and the nation move into phase two of recovery.

4. Current Position

- 4.1. In anticipation of the nation's emergence from the current pandemic situation, all council Resources have been making plans for short- and long-term recovery. It is important to recognise that these plans are informed by and dependent on guidance issued by the Scottish Government. As such in developing these plans consideration requires to be given to staff and their wellbeing, appropriate use of assets and finances.
- 4.2. To assist with this forward planning a recovery working group, consisting of senior managers from all Council Resources, South Lanarkshire Leisure and Culture and the Health & Social Care Partnership has been established and is considering the following work streams:
- ◆ Council – organisational recovery
 - ◆ Support for business recovery
 - ◆ Health and Social Care Partnership – learning, influence on service wide re-design
 - ◆ Community and voluntary organisations – how to retain the contribution from these groups
- 4.3. This has led to the development of the Council's Recovery Plan (appendix A) and which is based upon what is known at this point in time. The Plan will remain under constant review and be amended as a result of changing guidance as well as other factors including competing council priorities for resources (facilities/services/transport/PPE etc.) and also financial constraints.
- 4.4. This plan summarises how the council is working towards recovery including:
- ◆ The current position of each Resource in terms of service delivery
 - ◆ What is planned in the short-term (to end of September 2020)
 - ◆ What is being considered in the longer-term

The fundamental aim throughout this process is to deliver the right services in the right way, to the benefit of our residents, communities and businesses.

4.5. *Council – organisational recovery*

- 4.5.1. Council Services have been reviewing current service provision. The purpose of this is to determine which services they wish to reset to pre-Covid-19 levels i.e. to return to full service delivery along the same lines. This will be because, in those areas, the need for service has not changed, and neither has the best means of delivery.
- 4.5.2. In some cases though, the changes in service delivery due to Covid-19, and the many altered arrangements that have had to be made, provide an opportunity to review all areas with the aim of ensuring that, as we move through the recovery phases, we are re-introducing the right services in the right way and within available budget
- 4.5.3. Since the Covid-19 restrictions have been brought in we have been using different methods to deliver some services, making use of available technology, and many of these methods have proven to be effective and have been beneficial to the council, our residents and our communities.
- 4.5.4. We currently have a significant number of council employees working in an agile manner through remote means and, if we can continue to build upon this going forward, this way of working has the potential to reduce the council's property and fleet needs, reduce lost time through absence, travel and the costs associated with these, and also increasing productivity.
- 4.5.5. Services that have currently been stopped or reduced will be fully assessed to consider whether or not they remain a priority for the council or our customers, prior to stepping any of them back up. Given the pressures on the Council's resources, it is acknowledged that not all pre COVID services will be able to be delivered or at the same levels. Members will need to exercise community leadership and support public understanding on this point.

4.6. *Support for business recovery*

- 4.6.1. Businesses across all sectors have been adversely affected by the measures put in place to control the spread of Covid19. The short/medium/long term outlook will be influenced greatly by the health response and the lifting/relaxation of restrictions.
- 4.6.2. Both the UK and Scottish Government are providing short term, but significant support to businesses which will help them absorb some of the initial impact of the economic downturn.
- 4.6.3. The Council has played a key part in this initial response through the administering financial support through the three phases of the Business Support Grants, the Newly Self Employed Hardship Fund and support for B&B's.
- 4.6.4. With our Community Planning Partners we are also progressing the gathering of data to help develop an evidence base of what support and intervention levers are needed. These will be considered in light of both financial and officer resources available and a structured range of support activities put in place.
- 4.6.5. The local authority economic support will require to be developed alongside the ongoing UK and Scottish Government efforts to sustain businesses and employment. This will be shaped by the roles of national governments, the national enterprise agencies (Scottish Enterprise) and the Glasgow City Region recovery plan and how this would be delivered at a Lanarkshire level. It is essential that these plans and interventions include private sector input to reflect the needs of business sector and market.

4.6.6. Following on from the above, officers are engaging with North Lanarkshire Council, Scottish Enterprise and opening a dialogue with representatives of the Lanarkshire Business Community to explore the options to establish a Business Economic Forum to support business recovery and that this is undertaken in a strategic and co-ordinated manner.

4.6.7. The employability team has been working with Business Support and national bodies to ensure that advice is up to date and that this is reflected on our website. The team has handled a number of calls from individuals who have recently become unemployed, furloughed and at risk of redundancy, self-employed but business may not reopen, facing hardship, employers who are looking for advice in relation to employees. In the same way as business support, the delivery of employability programmes will require to take account of any new national interventions, reflect the need of businesses and at the same time tailored around the support the individual needs to assist them into employment.

4.7. *Health & Social Care – learning, influence on service wide re-design*

4.7.1. In what is a global health emergency of unprecedented nature some non-Covid related hospital admissions have fallen. This can be partly attributed to changes in population behaviour as well as through a planned reduction in services.

4.7.2. A reduction in the demand for acute services and in particular hospital admissions is likely to also lead to a reduction in demand for “support” services including adaptations or Care at Home packages.

4.7.3. It is important therefore that we take the opportunity to work with Health & Social Care partners to influence the way in which the general public access health services going forward so that these are dealt with through the most efficient and effective delivery and treatment methods. Avoidance of hospital admissions undoubtedly leads to improved outcomes and progress in this area needs to be sustained.

4.7.4. There is a recognition though that going forward there is likely to be an emergence of individuals with irreparable damage to their health and requiring higher levels of care as well as a significant increase in mental health and alcohol related conditions and again a partnership approach will be essential to meet service demands effectively.

4.8. *Community & Voluntary Organisations – how to retain the contribution from these groups*

4.8.1. Community & Voluntary Organisations and volunteers have undertaken a lead role in helping to support local residents, particularly the vulnerable, during this time supported by the Council.

4.8.2. Many strong relationships have been developed through this work and it is vital that this partnership approach to supporting and developing communities is retained not only to help with dealing with issues arising through Covid-19 but also beyond this. It is expected that this will influence future Commissioning Strategies – in particular in Health and Social Care.

5. **Monitoring & Review**

5.1. All service changes have been communicated to Elected Members through a series of briefings. As we continue through the various phases of recovery and services are re-introduced this will continue to be the case.

- 5.2. The Recovery Plan will be the subject of ongoing monitoring and review by the council's Recovery Working Group as well as through a Recovery Board which is being proposed for formation.
- 5.3. The Recovery Board would consist of a group of Elected Members, reflecting the political composition of the Council, and the Corporate Management Team. 11 members (4 SNP, 3 Labour, 2 Conservatives, 1 Liberal Democrat and 1 Independent, chaired by the Leader with each party also nominating a substitute member).
- 5.4. The Recovery Board will be responsible for ongoing monitoring and scrutiny of the Recovery Plan as it continues to develop and be delivered and to ensure that this continues to meet our objectives and deliver the right services in the right way, to the benefit of our residents, communities and businesses, while working within the finances available. The terms of Reference for the Recovery Board will be developed and agreed at its first meeting.
- 5.5. Updates on the Recovery Plan will be provided to the Executive Committee, and in addition any proposed changes to council policy will continue to be reported to the appropriate Resource committee for consideration.
- 6. Employee Implications**
- 6.1. Consultation and communication with Trades Unions continues to take place with regards to working arrangements and this will now also focus on the proposed actions to support the recovery planning process.
- 6.2. An IT/Wellbeing survey has been issued to employees on 8 June 2020 to assess their experience of the working arrangements put in place to meet the current service demands. The results from the survey will be used to develop and shape our forward working arrangements and influence any proposed HR policy changes.
- 7. Financial Implications**
- 7.1. An exercise is underway to determine the financial impact of the Recovery plan, including additional staffing, PPE, and other costs, such as property, or transport and fleet. This will influence how we re-introduce services.
- 7.2. There will be additional cost burden to the Council on top of the immediate response to the pandemic. As we work to put in place safe ways of reinstating services, this will require as yet, unbudgeted expenditure.
- 7.3. In a separate paper to this Committee on Revenue Budget Monitoring for the period 1 April to 22 May, the extent of the financial burden that the Council is facing is provided. This paper details the additional costs that the Council is already facing due to the pandemic, and the significant levels of income that are no longer being recovered, including a reduction in the levels of council tax collected.
- 7.4. Taking into account the funding that has been provided, the financial impact, for the first 6 months of the year, may be that the Council faces a £21.3m budget gap. While the exercise on costing recovery plans is ongoing, the position presented does not yet include any further costs that the recovery plans may indicate. This financial position will be a consideration when considering re-introducing services.

8. General/Other Implications for the Council

- 8.1. This is a dynamic situation and the Council and partners will continue to monitor and adapt our services and plans based around the current Scottish Government Guidance.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. Any issues in relation to climate change, sustainability and environment will be assessed as the Recovery Plan is further developed.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. An Equalities Impact Assessment is underway to determine the impacts that the recovery plan will have on people within the community and consultation has commenced.
- 10.2. The conclusion of the initial equality impact assessment suggests that there may be potential impacts for some parts of the community covered by equalities legislation namely older people, children and people with disabilities, and people from Black and Minority ethnic backgrounds.
- 10.3. Work will continue to support and meet the needs of our communities and service users and mitigating actions will be outlined in individual assessments that will protect the most vulnerable in our communities.
- 10.4. The impacts of the recovery plan, including the socio-economic impacts, will be considered through ongoing monitoring and review, and reported by the Recovery Working Group.

Daniel Lowe

Executive Director (Housing and Technical Resources)

11 June 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent
- ◆ Focussed on people and their needs

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:-

Daniel Lowe, Executive Director

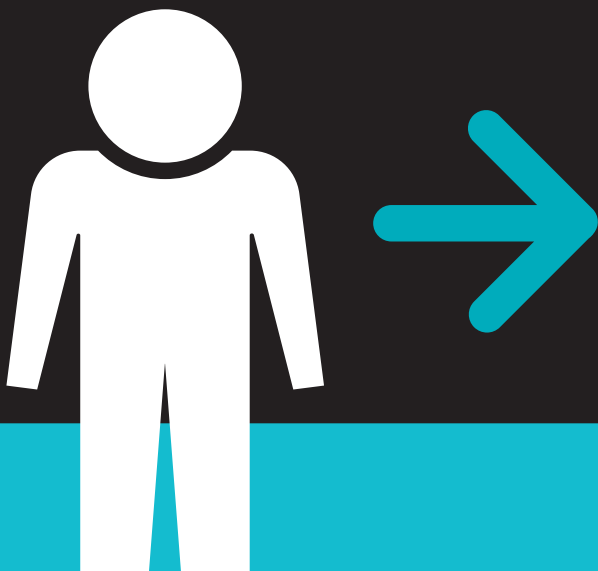
Ext: 4405 (Tel: 01698 454405)

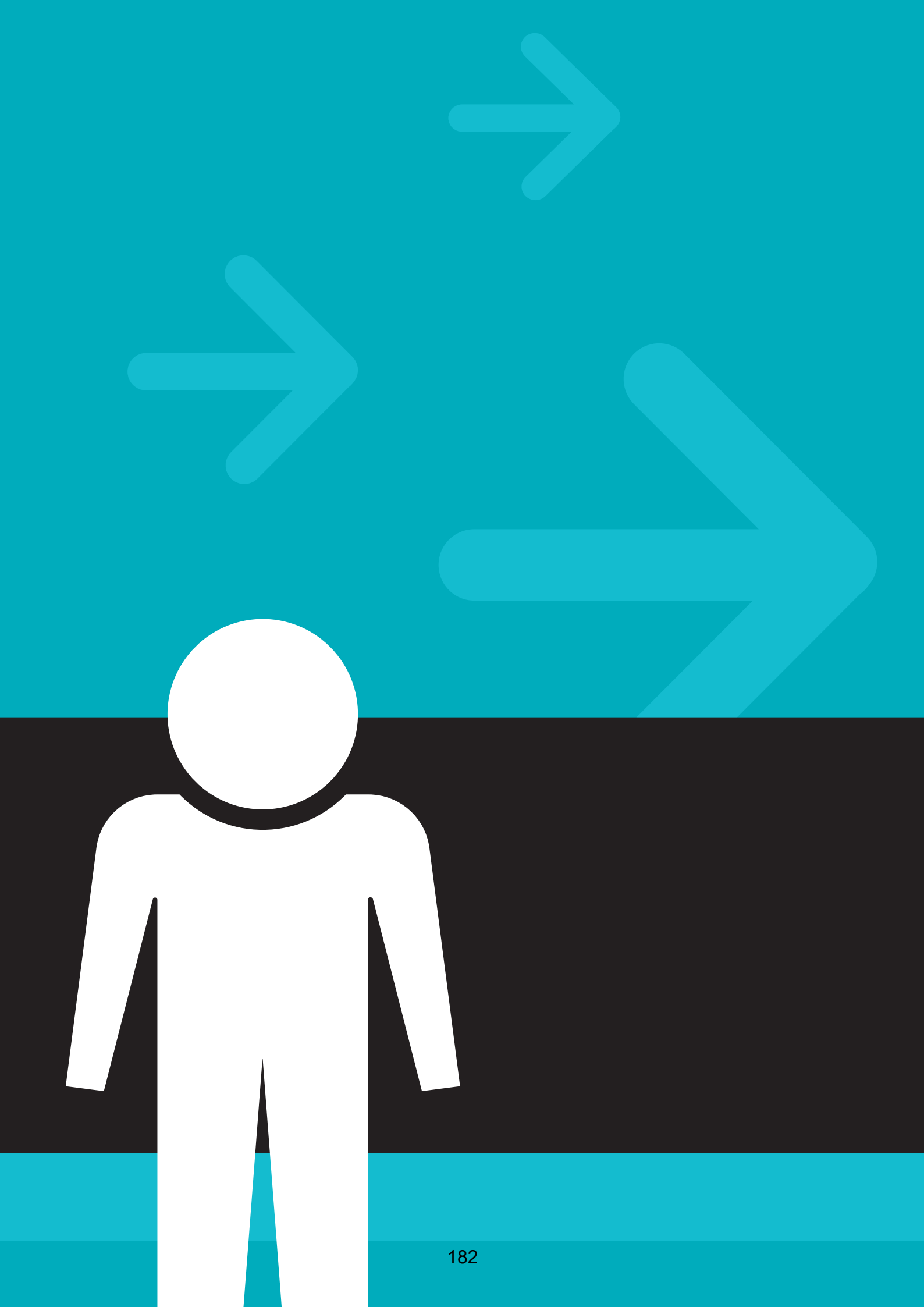
email: Daniel.lowe@southlanarkshire.gov.uk



COVID-19

recovery plan





page

Contents

Introduction:

4	Background
6	What we mean by 'recovery'
7	Recovery working group
8	Monitoring and review
9	Financial position
9	Equalities assessment impact

Resource Recovery Plans:

10	Community and Enterprise
20	SLLC
22	Finance and Corporate
35	Housing and Technical
39	Social Work
46	Education



Background

First reports of a novel coronavirus, since named Covid-19, began emerging from the Wuhan district in China in late 2019. The infection rapidly spread across China and then the world. On **11 March 2020**, the World Health Organisation declared the virus to be a pandemic.

On **23 March 2020**, the UK Government introduced measures to minimise the spread of the virus by informing people to remain at home, with some limited exceptions, including stopping all gatherings of more than two people and closing a number of non-essential businesses.

The impact of the virus and the measures taken to minimise its spread have had a significant impact on the work of the council.

Some services have had to be temporarily withdrawn or reduced for a number of reasons: to allow physical distancing measures to be followed; to take account of higher than usual absence levels; to allow services to concentrate resource on key frontline services; and to allow the council to take on an extensive range of new services to support our residents and communities in response to the pandemic.

On 21 May 2020 the First Minister published a route map for lifting lockdown restrictions, and on 28 May confirmed that Scotland would move into the first of four phases of recovery. Among other measures, this phase permits more outdoor activities, including non-contact sports, allows people to travel further for recreation (advised as five miles), and permits some construction and other outdoor work.

A further review is scheduled for 18 June 2020 which could see further restrictions lifted and the nation move into phase two of recovery.

In anticipation of the nation's emergence from the current pandemic situation, all council Resources have been making plans for short and long-term recovery.

These recovery plans are based upon what is known at this point in time. They will remain under constant review and be amended as a result of changing guidance as well as other factors, including competing council priorities for resources (such as facilities, services, transport and PPE) and also financial constraints.

Scottish Government COVID-19 Routemap



Scottish Government
Riaghaltas na h-Alba
gov.scot

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Epidemic Status	High transmission of the virus. Risk of overwhelming NHS capacity without significant restrictions in place.	High risk the virus is not yet contained. Continued risk of overwhelming NHS capacity without some restrictions in place.	Virus is controlled but risk of spreading remains. Focus is on containing outbreaks.	Virus has been suppressed. Continued focus on containing sporadic outbreaks.	Virus remains suppressed to very low levels and is no longer considered a significant threat to public health.
R Criteria/Conditions	R is near or above 1 and there are a high number of infectious cases.	R is below 1 for at least 3 weeks and the number of infectious cases is starting to decline. Evidence of transmission being controlled also includes a sustained fall in supplementary measures including new infections, hospital admissions, ICU admissions, deaths of at least 3 weeks.	R is consistently below 1 and the number of infectious cases is showing a sustained decline. WHO six criteria for easing restrictions must be met. Any signs of resurgence are closely monitored as part of enhanced community surveillance.	R is consistently low and there is a further sustained decline in infectious cases. WHO six criteria for easing restrictions must continue to be met. Any signs of resurgence are closely monitored as part of enhanced community surveillance.	Virus is no longer considered a significant threat to public health.

Scottish Government COVID-19 Routemap



Scottish Government
Riaghaltas na h-Alba
gov.scot

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Protections advised in each phase	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport. Shielding: We know how hard people at the highest clinical risk are finding the advice to shield, and that you are concerned about what will follow the initial 12 week shielding period. We will be updating the advice to people who are shielding in the course of the coming weeks. We will base that advice on what you are telling us about what matters to you, as well as on the evidence, in order to improve your quality of life while keeping your risks as low as possible.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements to be updated on scientific advice. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings may be advised in enclosed public spaces, including public transport.

All decisions on phasing will be kept under review as the research evidence base on the impact of the virus and the effectiveness of different interventions builds.



What we mean by 'recovery'

Some council services are working hard to reset themselves to the pre-Covid-19 period, that is – to return to full service delivery along the same lines. This will be because, in those areas, the need for service has not changed, and neither has the best means of delivery.

However, the changes in service delivery forced on the council by Covid-19, and the many altered arrangements that have had to be made, do provide an opportunity to review all areas with the aim of ensuring that, as we return to some sort of normality, we are delivering the right services in the right way.

The council has always sought best value and we owe it to our residents and communities to apply that principle at this time.

Since the Covid-19 restrictions have been brought in we have been using different methods to deliver some services, making use of available technology, and many of these methods have proven to be effective and have been beneficial to the council, our residents and our communities.

A significant number of council employees are now working in an agile manner through remote means and, continuing to build upon this going forward, this has the potential to lead to a reduction in the council's property and fleet needs, reducing lost time through absence, travel and the costs associated with these, and also increasing productivity.

Those services that have been stopped or reduced will be fully assessed to consider whether or not they remain a priority for the council or our residents and communities, prior to stepping any of them back up.

The financial cost to the council of responding to Covid-19 must also be considered, as service reduction will be required to ensure the budget is balanced both in 2020/21 and thereafter.

This process will involve taking account of all the additional commitments that the council has undertaken to provide new services that proved necessary as a result of Covid-19, including:

- Hub schools and changes in the delivery of education.
- Shielding/Wellbeing contact centre and the support requirements identified through this
- PPE Hub and distribution to the care sector



11,152

calls to people on Scottish Government 'Shielding' list



3,934

emergency food packages arranged for delivery

2,758

prescription medicines arranged for delivery



15,326

other requests for help

handled by our **Community Wellbeing Team**

Recovery working group

As Category One Emergency Responders (defined by the Civil Contingencies Act 2004) local authorities, NHS boards and the emergency services bear equal obligation to work collaboratively to prepare for and respond to emergencies. This recognises the fact that no single organisation possesses unique authority, resource or expertise to manage the full range of issues arising from emergencies in isolation, albeit that each organisation is responsible for developing its own generic emergency response arrangements.

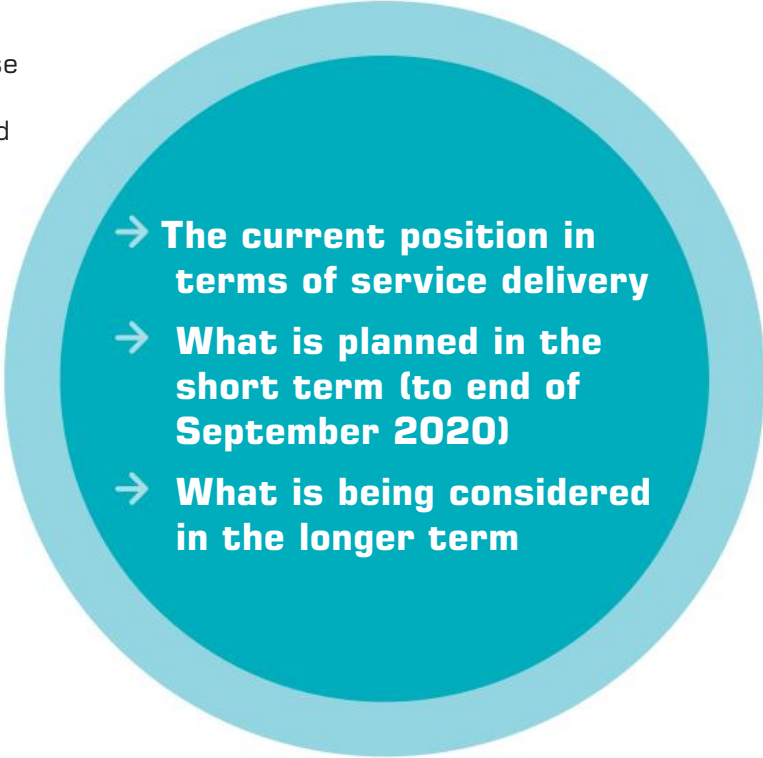
Partners will work flexibly and pragmatically to marshal our combined resource to mitigate the impacts of emergencies such as Covid-19 which affect our residents and communities. That effort is co-ordinated through the multi-agency Lanarkshire Resilience Partnership whose membership extends beyond Category One Emergency Responders and includes utilities and voluntary/third sector partners.

Due to the nature of this emergency and the issues that result from it, the council is taking a lead role in both the response and recovery phases.

The council has formed a Recovery Working Group which includes a range of senior officers from across all Resources as well as partners who are giving consideration to:

- **Council** – organisational recovery.
- **Support** for business recovery.
- **Health and Social Care Partnership** – learning, influence on service wide re-design.
- **Community and voluntary organisations** – how to retain the contribution from these groups.

This Recovery Plan summarises how the council is working towards recovery and sets out for each of our Resources:

- 
- **The current position in terms of service delivery**
 - **What is planned in the short term (to end of September 2020)**
 - **What is being considered in the longer term**

Due to the specific circumstances and requirements facing Education, particularly in terms of the timescales that must be met in order to re-start schools and early years establishments, that Resource's Recovery Plan is reported in a different format – see the section beginning on page 46.

The fundamental aim throughout this process is to deliver the right services in the right way, to the benefit of our residents and communities.



Monitoring and review

All changes to services caused by the council's response to the Covid-19 pandemic have been communicated to Elected Members through a series of briefings which have been issued electronically. As we continue with the various phases of recovery and services are stepped back up, this will continue to be the case.

The Recovery Plan will be the subject of ongoing monitoring and review by the council's Recovery Working Group, as well as by a Recovery Board, which is being formed. This Recovery Board will consist of a group of senior Elected Members and the Corporate Management Team, with Elected Members reflecting the political composition of the council.

That is: 11 members in total - four SNP, three Labour, two Conservatives, one Liberal Democrat and one Independent; and the group will be chaired by the Council Leader. Each political party will also nominate one substitute member. The Terms of Reference for the Recovery Board will be agreed at its first meeting.

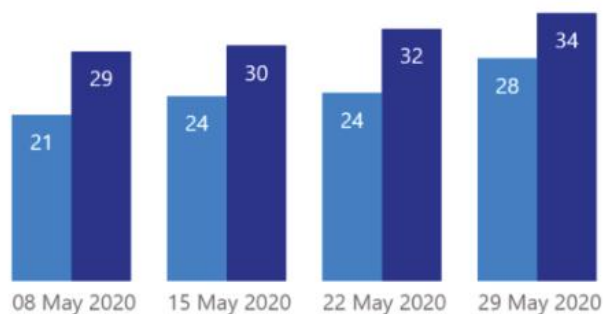
The Recovery Group will be responsible for the ongoing monitoring and scrutiny of the Recovery Plan as it continues to be developed and delivered. It will ensure that the plan meets the council's objectives and delivers the right services in the right way, to the benefit of our residents and communities, while working within the finances available.

Updates on the Recovery Plan will be provided to the Executive Committee, and in addition any proposed changes to council policy will continue to be reported to the appropriate Resource committee for consideration.

Consultation will continue to take place on our plans with trades unions as well as with employees and other stakeholders where appropriate.

Shielding Population in contact with Local Authority (per 1000 population)

● Scotland Average ● South Lanarkshire



The financial position

The financial impact of Covid-19 on the council is being continually monitored and will be a key factor as the Recovery Plan is developed and delivered.

An exercise is currently underway to determine the financial impact of the Recovery Plan including additional staffing, PPE, and other costs, such as property, or transport and fleet. This will influence how we re-introduce services.

There will be additional cost burdens to the council on top of the immediate response to the pandemic. As we work to put in place safe ways of reinstating services, this will require as yet, unbudgeted expenditure.

The extent of the financial burden that the council is facing has been included in the Revenue Budget Monitoring Report for 1 April to 22 May, prepared for the Executive Committee meeting of 24 June 2020.

This report details the additional costs that the council is already facing due to the pandemic, and the significant levels of income that are no longer being recovered, including a reduction in the levels of council tax collected.

Taking into account the funding that has been provided to the council, the financial impact, for the first 6 months of the year, may be that the council faces a £21.3m budget gap. While the exercise on costing recovery plans is ongoing, this position does not yet include any further costs that the recovery plans may indicate. This financial position will be a consideration when considering re-introducing services

Updates on how the council's budget will be affected in 2020/21 and beyond will continue to be provided through the routine financial reports provided to the council's Executive Committee.

Equalities impact assessment

An Equalities Impact Assessment is underway to determine the impacts that the recovery plan will have on residents within the community.

Consultation has already started with employees and with some service users, for example school pupils, at primary and secondary levels and their parents/carers.

The conclusion of the initial equality impact assessment suggests that there may be potential impacts for some parts of the community covered by equalities legislation namely older people, children and people with disabilities, and people from Black and Minority Ethnic backgrounds.

Work will continue to support and meet the needs of our communities and service users and therefore mitigating actions will be outlined in individual assessments that will protect the most vulnerable in our communities.

The real impacts of the Recovery Plan, including the socio-economic impacts, will be considered through ongoing monitoring and review, and reported by the council's Recovery Working Group.



Community and Enterprise Resources

Road and Transportation Services

The current position in terms of service delivery

Roads have been undertaking only urgent emergency repairs throughout the period; however, a recovery plan is in place for implementation through June aligned to government advice for the construction sector. As part of this, the service is continuing to explore options in respect of PPE availability and vehicle usage.

Roads employees have been redeployed to assist with food distribution to support the Shielding/ Wellbeing teams and pharmacy deliveries. As the service is stood back up, options to ensure maintenance of these services will require to be explored.

Services which are being delivered

- Office based staff are generally continuing to work remotely.
- Road safety inspections continue to be undertaken on a planned basis.
- Defect inspections continue to be undertaken on a reactive basis as required.
- Bridge inspections have been restarted.
- Watercourse inspections have been restarted.
- Critical safety repairs (only) are being undertaken on the road network.

Services where changes have been implemented

- All non-essential site-based activity has been suspended, including:
 - Roads resurfacing projects
 - Non-critical road repairs
 - Road improvement projects
 - Capital projects including Greenhills/ Strathaven Road City Deal contract.
- Parking charges have been suspended.
- Routine parking enforcement has been suspended.

What is planned in the short-term (to end of September 2020)

- Restart electrical inspection of street lighting circuits as soon as a safe system of work is in place.
- A priority currently is to step up road maintenance activity, having regard to the undernoted staged approach:

Stage 1 – critical safety repairs (current service level)

Stage 2 – resurfacing schemes

Stage 3 – localised patching works

Stage 4 – other minor repairs

Stage 5 – improvement works (cycleways etc.)

- Given anticipated revised operational practices, and related capacity issues, options to appoint external contractors to undertake stage 5 works is being assessed.
- Timescales to step up stages 2, 3 and 4 will be determined by the issues set out below. Staged reintroduction of services is expected to happen gradually as circumstances allow. Given the uncertainties exact timescales cannot currently be identified.

- The risks affecting restarting operations, and the associated timescales, relate to:
 - Timing of Scottish Government easing lockdown rules
 - PPE availability
 - Transport availability.
- Capital projects will be progressed as circumstances allow; however, given the additional costs being incurred via Covid-19 it is anticipated the volume of work undertaken will reduce significantly. In addition, there are some concerns around the availability of contractors as well as their ability to source key construction materials, all of which is expected to further reduce the scale of works undertaken this year.
- The position around parking charges and enforcement will remain under review.

What is being considered in the longer term

- It is anticipated that agile working for office based staff will continue for the foreseeable future.
- At this point in time it is not possible to determine if and when full front line services will be resumed. Some methods of working are expected to change which may affect productivity.



Fleet and Environment Services

The current position in terms of service delivery

Fleet Services has adapted to meet changing arrangements across council services, for example waste collection and the community wellbeing response. Assessment of fleet vehicles is being undertaken to support restart plans.

Environmental Services have enforcement powers in relation to the Health Protection (Coronavirus)(Restriction)(Scotland) Regulations 2020 prohibiting certain businesses from opening and ensuring social distancing arrangements are in place for businesses that are trading (due to expire 30 September 2020). Complaints regarding businesses that are open or issues relating to social distancing arrangements are being investigated and actioned.



Resource Recovery Plans

Community and Enterprise Resources

Services which are being delivered

Fleet Services

- From 30 March 2020, the Driver and Vehicle Standards Agency (DVSA) suspended MOTs for cars for 6 months. Fleet Services carry out these MOTs in house and has now resumed testing.
- Services have been making arrangements to bring vehicles to the workshop for MOTs and vehicle inspections to be undertaken to ensure vehicles are prepared for return to service.
- The service has played a key role in enabling the delivery of hot meals and food packs as part of the council-wide response to Covid-19.

Environmental Services

- Responding to complaints and enquiries relating to food and health and safety, and business advice for Trading Standards matters is continuing.
- All reports of infectious disease are being followed up by telephone, with questionnaires being completed electronically and submitted to NHS Lanarkshire.
- Export Health Certificates – requests continue to be processed as and when required.
- Consumer and Trading Standards – continuing to deal with intelligence led investigations where possible by gathering information and evidence digitally/remotely and non-face-to-face interaction.



- SCAMS/Consumer Alert – responding to all scam threats and distributing information and details through social media and through the scam network.
- Noise complaints – service provided seven days per week, however alternative methods of intervention and assessment being used.
- Pest Control – continuing as normal. The nature of the service requires the contractor to enter properties. Appropriate social distancing measures in place.

Services where changes have been implemented

Fleet Services

- From 19 March 2020 the DVSA suspended MOTs for HGVs for 3 months. HGV MOTs can only be carried out by DVSA staff in authorised facilities.
- Taxi Testing – Licencing suspended the service in line with DVSA's suspension of MOTs.
- Passenger Services (in house bus provision) adapted to support, in the main, Waste Services and Social Work Resources.
- Pool Cars reallocated to support priority services.

Environmental Services

- Routine Food Safety Inspection Visits ceased in line with an Enforcement Letter issued by Food Standard Scotland.
- Routine food sampling is currently suspended, however Edinburgh Scientific Services are maintaining a skeleton service should there be an outbreak or urgent samples required.
- Weights and Measures – inspections are not being carried out at this time. Inspections will require to be rescheduled once restrictions are eased.
- Fly tipping – evidence being gathered to pursue once restrictions eased.

What is planned in the short term (to end of September 2020)

Fleet Services

- Fleet Services is adapting to meet changing arrangements across council services, for example waste services, social work and school restarts.
- Clarity is being sought with regard to likely vehicle usage, for example school transport, and social distancing arrangements.
- Pool cars are available for use to support restart plans.
- Utilisation will be monitored to understand the impact of agile working.

Environmental Services

- Environmental Services will continue with the current service position until restrictions on social distancing are eased.

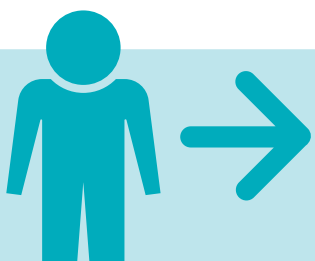
What is being considered in the longer term

Fleet Services

- At this point in time it is not possible to determine if and when the fleet will return to full frontline service levels. Methods of working are expected to change significantly.

Environmental Services

- Site visits will be reinstated once social distancing restrictions are eased, however there may be a backlog of visits.
- Inspection programmes will require to be reset and will take time to re-programme.
- Explosive Licences for fireworks are due for renewal September/ October. Visits are required to ensure storage facilities are suitable before licence is issued.
- Consideration to be given to the impact of Brexit and the additional demand this will place on services.



Resource Recovery Plans

Community and Enterprise Resources

Facilities Management Services

The current position in terms of service delivery

Facilities staff have played a key role in keeping principal offices disinfected, particularly those accessed by the public. Cleaning protocols have been developed for the return of services, tying in with Property Services with regard to building openings (cleaning, concierge and catering). There is close liaison with Education with regard to requirements for schools opening.

Services which are being delivered

- Cleaning of principal offices.
- Providing catering, cleaning and janitorial services to the emergency childcare hubs.
- All staff based in Education properties were recalled to work on 1 June 2020 to allow teachers to return to work and accommodate children who were attending the hubs.

Services where changes have been implemented

- School meals provision has ceased (currently cash payments for those entitled to means tested free school meals), however the service is providing additional services to support the Covid-19 response:
 - Care at Home Service (hot meals)
 - Social Work Children and Families (hot meals)
 - Homelessness – Cluster Homeless Projects (hot meals)
 - Education Childcare Hubs (breakfast, lunch, afternoon snack)
 - Community wellbeing (food packs).

What is planned in the short term (to end of September 2020)

- The focus will be to review actual staffing requirements within Education properties and introduce rota systems.
- Work continues with Education to identify what services will look like to allow pupils to return in August.
- Work continues with Property Services on reopening of corporate buildings and other services to ensure a consistent approach is taken across the council.
- Discussions with Social Work with regards the recovery plan for meals to day care facilities, and future options around Covid-19 meals provision (care at home, children and families and homelessness).

What is being considered in the longer term

- The majority of issues with regard to Facilities, for example meeting demands from Education (e.g. deep cleans mid-week, longer days), will have been resolved by August to allow teachers and pupils to return.

Waste Services

The current position in terms of service delivery

Waste services have maintained kerbside collections throughout the lockdown period and reopened all six Household Waste Recycling Centres (HWRC) on 1 June 2020 in line with the COSLA agreement. Arrangements will be kept under review and options for special uplifts are also under consideration.

Services which are being delivered

- Kerbside collections have continued to operate throughout, with special measures introduced to ensure physical distancing of staff.
- Household waste and recycling centres (SLC-operated Carluke, plus the five Viridor sites) reopened on 1 June 2020, initially only for black bag waste, cardboard (but not paper) and compostable garden waste. Electrical items were added 8 June 2020.

Services where changes have been implemented

- Bookable special uplifts, including garden waste, currently suspended.
- Delivery of bins/food bags currently suspended.

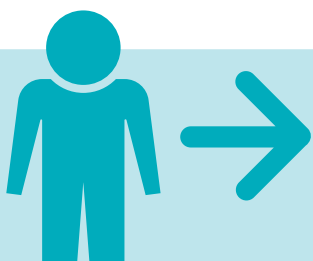


What is planned in the short term (to end of September 2020)

- Continued review of the operation of the HWRCs to move towards reinstating all previous services, however this will be informed by national guidance and through continued work with the Waste Managers Network and COSLA
- The service is continuing to explore options in relation to vehicle usage to maintain kerbside service.
- Explore options for suspended services including:
 - Bookable Special Uplifts
 - Bookable Garden Waste Uplifts
 - Deliveries – bins/food bags.

What is being considered in the longer term

- At this point in time it is not possible to determine if and when full front line services will be resumed. Some methods of working are expected to change.
- The service will continue to review national guidance to ensure continued compliance and a gradual move toward reducing the additional resources that are required to provide the service e.g. additional vehicles/staff.



Community and Enterprise Resources

Grounds Maintenance / Bereavement Services

The current position in terms of service delivery

Grounds/Bereavement have implemented a reduced service in some areas, including grass cutting and cemetery maintenance.

Services which are being delivered

- Grounds Services have been operating a reduced service, including grass cutting and cemetery maintenance. However a number of services re-commenced mid-May in a reduced capacity, including:
 - Golf course maintenance
 - Bowling green maintenance
 - Grass cutting – maintenance of medium to large open space areas in parks, including Country Parks and amenity open space, particularly where areas are used for social recreation and/or exercise, as well as cemeteries
 - Street cleansing
 - Play area Inspections (play areas will remain closed until the Scottish Government indicate it is safe to re-open).
- Burial and Crematorium services continue to operate in line with guidance from Scottish Government regarding restrictions to the number of people who can attend.

Services where changes have been implemented

- Grass cutting services in smaller areas and verges are currently suspended.

- Care of gardens service is currently suspended.
- Play parks are currently closed.

What is planned in the short term (to end of September 2020)

- Bereavement services will continue to monitor national guidance with regard to attendance levels at services.
- Review the requirement to continue with lease of body storage units.
- Reviewing standing up ground maintenance within schools, social work properties and other open spaces.
- Gradually expanding levels of street sweeping and litter collections.

What is being considered in the longer term

- It is anticipated that the level of service will be expanded subject to restrictions being relaxed, however due to the nature of grounds services and seasonal nature of the work it is possible that full services will not be resumed this year, such as
 - Care of garden service unlikely to be able to resume under current restrictions
 - Review of winter projects, such as winter maintenance on golf courses/flower beds and playground refurbishments, to see if they can be completed given restrictions.

Planning and Economic Development

The current position in terms of service delivery

Office based staff are generally continuing to work normally, albeit remotely, and in the main have been able to maintain a reasonable level of service.

Both Finance and Corporate Resources and Community and Enterprise Resources have been heavily involved in business support, and this will have to continue for some time. Business Gateway continues to assess the needs of local businesses and is feeding back weekly on its findings. Business Gateway contract specification is being amended for next year.

Planning applications are being processed via agile working, although site visits have been suspended. Planning decisions are being made under delegated powers.

Services which are being delivered

- Office based staff are generally continuing to work normally but remotely.
- An initial £600k of Community Benefit Funds from windfarms was redirected at community and Third Sector support to aid delivery and sustainability of community organisations through the crisis.

- Delivering and assisting in processing of Scottish Government business support packages.
- Planning and building standards applications are being processed as normal with decisions made under delegated powers. Applicants and objectors are being encouraged to use the online Planning Portal, although limited capacity is still available to process written copies.

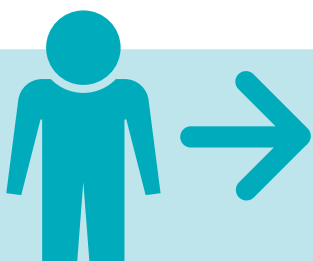
Services where changes have been implemented

- Planning and Building Standards site visits have been suspended.
- Planning Committee has not been sitting.

What is planned in the short term (to end of September 2020)

Planning and Building Standards

- The service is working with Housing and Technical Resources, and the construction industry, on a protocol to enable Planning and Building Standards officers to go on site once construction sites re-open.
- A Planning Committee is scheduled to take place (via electronic means) on 23 June 2020.



Community and Enterprise Resources

Economic Development

- Economic Development is focused on assisting with the delivery of Scottish Government funded funds, with officers undertaking eligibility and evidence verification of applications for the newly Self Employed Hardship Fund (SEHF) and will continue to do this until the scheme closes.
- A similar fund is being introduced for bed and breakfast businesses and tenants of buildings.
- Business Gateway contract specification (due for renewal in February 2021) is being reviewed with a change in emphasis to support businesses impacted by Covid-19. Focus will be on access to finance, cash flow management, digital/marketing, strategy and income diversification, as well as business resilience.

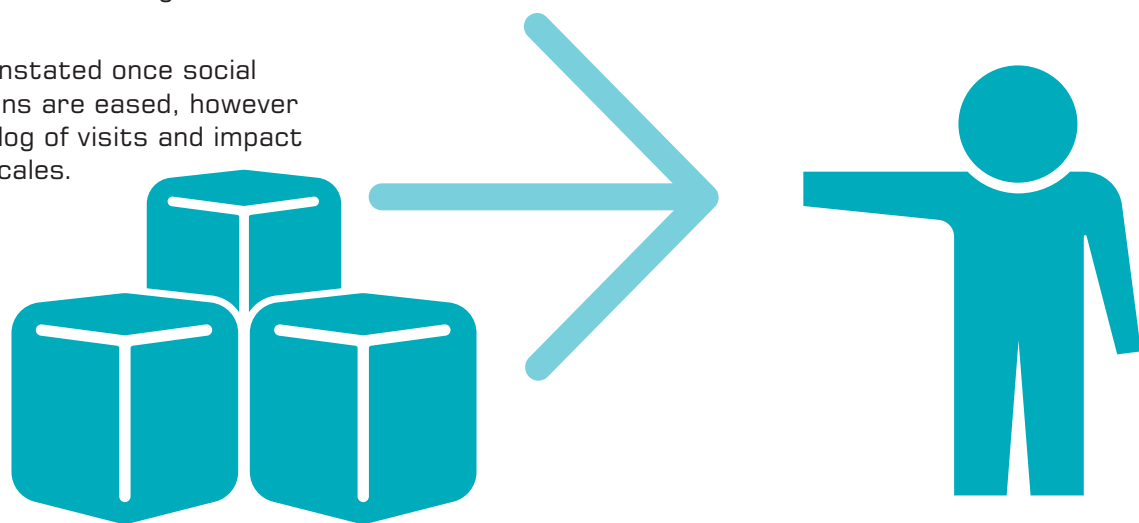
What is being considered in the longer term

Planning and Building Standards

- It is anticipated that agile working will continue for the foreseeable future. At this point in time it is not possible to determine if and when full front line services will be resumed, but methods of working are expected to change.
- Site visits will be reinstated once social distancing restrictions are eased, however there may be a backlog of visits and impact on processing timescales.

Economic Development

- It is anticipated that agile working will continue for the foreseeable future. At this point in time it is not possible to determine if and when full front line services will be resumed, but methods of working are expected to change.
- An economic response can be framed around three phases:
 - **Phase 1: Reactionary** – assist the management of Government backed support, aimed at keeping businesses ready for the economy to reopen
 - **Phase 2: Restart** – in phases, still subject also to drive towards zero carbon, seek to focus investment for economic growth in local and export markets
 - **Phase 3: Recovery** – resilience in communities and in business, sustainability, productivity, investment aligned to zero carbon ambitions, 'community wealth building' i.e. local supply chain and procurement.



- In the phases 2 and 3 and Economic Restart and Recovery Strategy would seek to be framed around the following themes:

People

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

Place

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

Business

- A focus on supply chain management, building the capacity and capability of companies in local and export markets.

- Support for businesses to establish, grow and diversify through business development advice and support, and financial assistance and maximise low carbon economy

- Integrating community wealth building within the economic recovery plan, building a fairer and more inclusive society

- Support key employment sectors including food and drink, tourism and construction to adapt and diversify to the challenges of the pandemic including adopting new methods of delivery where possible.

- The local authority economic support will require to be developed alongside the ongoing UK and Scottish Government efforts to sustain businesses and employment. This will be shaped by the roles of national governments, the national enterprise agencies (Scottish Enterprise) and the Glasgow City Region recovery plan and how this would be delivered at a Lanarkshire level. It is essential that these plans and interventions include private sector input to reflect the needs of business sector and market.

Business Grant Statistics week ending 29 May 2020

Applications	Scotland 85k	Council average 3k	South Lanarkshire 5k
Awards	Scotland 69k	Council average 2k	South Lanarkshire 3k
Value	Scotland 786m	Council average 25m	South Lanarkshire 35m



Resource Recovery Plans

South Lanarkshire Leisure and Culture

The current position in terms of service delivery

All customer facing operations closed on 18 March. Since then up to 500 SLLC employees have been working at any one time in support of the council's response to Covid-19 through care homes, community meals, shielded calls, and education hubs.

As of 4 June 2020, 484 contracted staff and 491 casual staff were placed on HMRC Job Retention Scheme (JRS).

Services which are being delivered

- Business critical tasks ongoing e.g. HR, building and plant checks.
- Some properties being used as food distribution hubs including Carnwath, Rigside and Carstairs Junction halls.
- Expansion of SLLC online offering including live fitness classes, tutorials, children activities and increased provision for e-books and magazines.
- On 29 May car parks reopened at country parks and other key visitor attractions such as Lanark Loch and James Hamilton Heritage Park as part of Phase 1 of the Scottish Government (SG) Covid-19 routemap.
- On 2 June tennis with social distancing rules in place reopened at Hamilton Palace Sports Ground as part of Phase 1 of the SG Covid-19 routemap.

- On 5 June golf with social distancing rules in place was reopened at Biggar, Hollandbush, Larkhall, Torrance House and Langlands as part of Phase 1 of the SG Covid-19 routemap. Strathclyde Park GC was opened 12 June.

Services where changes have been implemented

- The vast majority of SLLC's public-facing leisure and cultural premises and services are closed, including leisure and sports facilities, libraries, art galleries, town halls and Low Parks Museum.
- Membership fees have been frozen.

What is planned in the short term (to end of September 2020)

- Business recovery plans are being developed across all areas of the business including halls, libraries, museums, sports centres, swimming pools, cultural venues, outdoor recreation, development services and support services (including office work). Multiple service delivery scenarios being developed against each of these areas whilst awaiting more detailed SG and National Governing Body (NGB) information. PPE requirements being scoped accordingly.
- Safe Systems of Work and Covid-19 compliant operating procedures being developed across all areas.



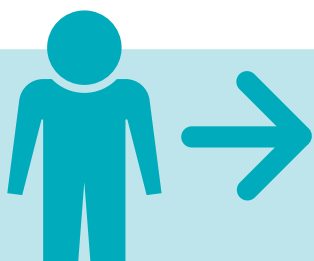


- Service by service recovery plans being developed in accordance with the SG Covid-19 routemap, National Governing Bodies guidelines, the National Government Impact and Modelling Group and with peer input through the Community Leisure network of leisure and cultural providers, the newly formed Glasgow City Region Cultural and Leisure Group and the Association of Public Libraries Scotland's Recovery Group amongst others.
- Online offering being developed including interaction provision through Zoom fitness classes, with payment options being investigated.

- Working in partnership with Education Resources to assist in the provision of Education Services through the provision of staff and facilities in conjunction with SLLC on business recovery.
- Working with the council's Health and Social Care providers to ensure continuation of SLLC workforce support where possible, whilst taking account of SLLC's own business recovery and recognising the requirement to access the JRS.

What is being considered in the longer term

- Redeveloping business model as part of the Cross Party Working Group on SLLC. This may result in a reduction in some service provision and an increased emphasis in other areas.
- Developing a blended approach to service delivery that may include increased online provision.
- Developing more flexible service delivery models that can react more readily to changing market conditions and events.
- The timing of the re-opening of facilities and the nature of services provided will be directly influenced by the phases set out in Scottish Government routemap.



Resource Recovery Plans

Finance and Corporate Resources

Audit and Compliance

The current position in terms of service delivery

- **Internal Audit** – 2019/2020 work programme being completed remotely alongside re-deployed tasks; full team working from home.
- **Funding and Compliance** – grant verification process has continued for all grant claim information that can be submitted electronically for verification (some projects still continue to provide hard copy documentation for grant claim purposes – see short term plan); full team working from home.

What is planned in the short-term (to end of September 2020)

→ Internal Audit

- phased return to office with approximately 4/5 of team office based per day (of a team of 10); agile working arrangements to continue
- refine agile working arrangements to ensure these allow an effective IA service to be delivered in the longer term

- end re-deployed tasks
- participate in national anti-fraud exercises e.g. NFI proposed Covid-19 programme of work (depending on CMT approval)
- develop a routine Audit Plan to be delivered September 2020 – March 2021.
- establish arrangements with external clients in 2020/2021 – SLLC; LVJB; IJB and SEEMIS
- complete DSE for continued home-working
- assess DP arrangements (dependent on content of IA Plan).

→ Funding and Compliance

- phased return to office with approximately 2/3 of team office based per day (of a team of 5); agile working arrangements to continue
- refine agile working arrangements to ensure these allow an effective grant verification process to be delivered in the longer term
- begin process to scan/archive all Phase 1 data
- set up processes to ensure grant claims can be verified electronically for all projects
- complete DSE for continued home-working
- assess DP arrangements
- start monitoring all Funding and Compliance tasks using IA database
- develop fuller suite of local PIs.

What is being considered in the longer term

→ Internal Audit

- All files to become electronic
- Use of Objective to workflow process within service and to Resources; use of Teams for meetings wherever practical
- Retain level of agile working (with smaller office space required)
- Develop data analytics testing further (as opposed to more labour intensive traditional audit approaches) and assess revisions to structure that this would allow.

→ Funding and Compliance

- All grant claim data to be received electronically
- All files to become electronic
- Use of Objective to workflow process within Service and to Resources; use of Teams for meetings wherever practical
- Subsume within Internal Audit and assess revisions to structure that this would allow
- Plan for end of EU funding and reduction in team size as projects near conclusion.



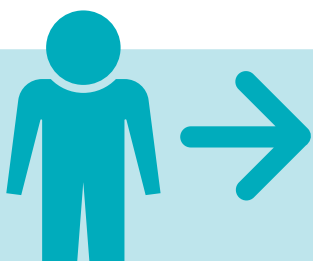
Communications and Strategy

The current position in terms of service delivery

- **Digital** – full service being provided by team all working from home.
- **PR** – full service being provided by team all working from home
- **Graphics** – full service being provided by team all working from home.
- **Print Centre** – service being provided by team members working in Print Centre each day while maintaining physical distancing.

What is planned in the short-term (to end of September/Q2 2020)

- **Digital** – Phased return of team; agile working arrangements to be developed.
- **PR** – Phased return of team; agile working arrangements to be developed.
- **Graphics** – Phased return of team; agile working arrangements to be developed.
- **Print Centre** – Continue full working in Print Centre.



Resource Recovery Plans

Finance and Corporate Resources

What is being considered in the longer term

The Covid-19 response has demonstrated that, with the exception of the Print Centre, and with appropriate IT and management support, the Communications and Strategy teams can work in a more agile way. This will be explored for future arrangements, including a thorough analysis of cost and benefits.

The pandemic has validated the direction of travel already undertaken in terms of the move from printed materials to digital. It would have been difficult to produce and distribute printed materials on a wide scale, and these would not have been appreciated in a situation in which the public was being advised to minimise contact with people and materials. At the same time, our digital communications proved very effective in terms of quickly and clearly advising residents of changes in service etc.

Consideration is being given as to how to continue that change in emphasis to Digital. For example, the South Lanarkshire View proved a more agile method of message delivery than communications via local media. The public news and information website will be developed to make it more interactive with the public, including a free subscription service and newsletter.

As part of the further development of Digital, and to contribute to the savings likely to be necessary for the remainder of 2020/21, the service will recommend a moratorium on advertising in printed publications, other than statutory notices.

Financial Services (Strategy)

The current position in terms of service delivery

The whole team are working from home, fully productive. All parts of the service have still been required to be delivered, including financial monitoring, completion of year end and preparation of annual accounts. The identification, monitoring and planning for the financial impact of Covid-19 has been a key additional task.



What is planned in the short term (to end of September 2020)

A phased return to office based work will be planned, alongside a continuation of agile working. This will take account of safe working requirements, and the needs of staff, including those more vulnerable. Specific elements of service delivery include:

- Continue to feed into COSLA and Scottish Government exercises in relation to estimates of spend incurred and planned in relation to Covid-19 for the council and for the Health and Social Care Partnership.
- Assist Resources plan and cost Recovery Plan, identify where there are additional costs associated with new ways of working.
- Identifying as a council the overall financial impact for the council's revenue budget for 2020/21, taking into account additional costs, and reduced income through the period of mobilisation in response to Covid-19, and how we now move into recovery.
- Review the planned 2020/21 capital programme, taking cognisance of the ability to deliver projects under restricted working practices, the impact on costs of projects, and looking at the viability of projects moving forwards.
- Through these exercises above, assess the potential impact on the council's financial strategy going forwards.

What is being considered in the longer term

Recent months have evidenced that the team are able to work productively in an agile way, and these benefits will continue to be sought, with a blended mix of office based and agile working. Specific additional tasks will include:

- Continuing to monitor the financial impact of the changed ways Resources deliver services as we move through the recovery phase.

- Continue to work with COSLA in relation to financial pressures, and identifying shortfalls in funding to allow ongoing discussions with government.
- Plan for 2021/22 budget, taking into account any ongoing impacts of revised working due to the pandemic.

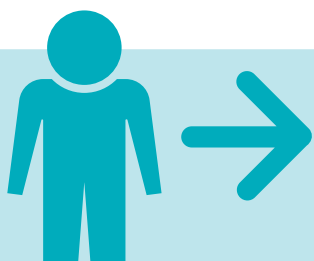
Financial Services (Transactions)

The current position in terms of service delivery

All services are currently operational except for Q and A, where staff are currently supporting other services. All have implemented a blend of home and office-based working. In most services, the majority of staff continue to work from home.

Updates across several teams are provided below:

- **Council tax:** recovery action is currently suspended until the end of June 2020.
- **Non-domestic rates:** in the final stages of reviewing applications for phase 1 and 2 business support grants with phase 3 going live 8 June 2020.
- **Scottish Welfare fund:** staff continuing to process high volumes of applications for crisis grants.
- **Benefits administration:** significant increase in applications for council tax reduction are being processed.



Finance and Corporate Resources

- **Education benefits:** free school meal payments will continue to be made over the summer holiday period.
- **Payroll:** pay runs continue to be processed on time.
- **Payables:** lower volumes of invoices continuing to be processed reflecting lower levels of service activity.
- **Procurement:** significant impact on tendering work being assessed with only priority work being progressed. Providing input to discussions around supplier relief and the resourcing of PPE requirements.
- **Risk Management and Insurance:** work completed on a new risk card for Covid-19.
- **Customer Services:** has continued to provide services based on the arrangements put in place by front line services.
- **24-hour control centre:** has operated as normal since the start of lockdown with adjustments put in place for physical distancing.
- **Customer Services Development:** focus on providing design support for new online forms (e.g. business support grants).
- **Q and A:** service not currently operating with support being provided to Shielding and Wellbeing Service, the processing of applications for blue badges and to the Scottish Welfare Fund.

What is planned in the short term (to end of September 2020)

Work is ongoing to further progress the full implementation of agile working across the service. While significant progress has been made since the start of lockdown, there are service areas that require additional IT support and re-configuration.

Some specific short term actions include:

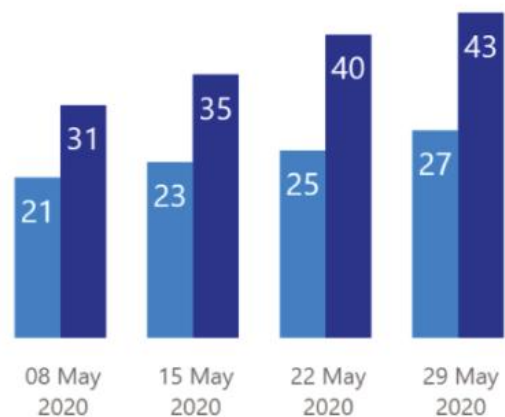
- **Council tax:** plans being prepared for re-commencing recovery operations.
- **Q and A:** review of service delivery options.
- **Procurement:** review of tendering activity and service work plans.
- **Education benefits:** arrangements for the payment of clothing grants underway with an uptake in the use of BACS payments expected.
- **Channel shift:** review of the opportunities for greater promotion of digital service delivery options.

What is being considered in the longer term

The introduction of permanent agile working arrangements is viewed as the most significant benefit to come from the changes introduced during the lockdown period. The re-configuration of some services is also likely to be take place in the longer term.

Total wellbeing and helpline (per 1000 population)

● Scotland Average ● South Lanarkshire



Information Technology

The current position in terms of service delivery

- **Application Support and Development** – All staff working remotely with no issues.
- **Technology Services** – All staff working remotely with no issues. Some site working is required to install/maintain IT hardware.
- **Service Delivery** – All staff working remotely with no issues. Some site working is required to install/maintain IT hardware.
- **Projects** – All staff working remotely with no issues.

What is planned in the short term (to end of September 2020)

- IT has facilitated mass agile working throughout, and this will continue through review of laptop allocation, scheduled refresh of PCs, and security of council networks. Wi-fi roll out to principal offices is included in this year's capital programme and will proceed, commencing with David Dale House, Blantyre.
- Work to improve resilience of remote working solutions will continue (removing single points of failure) and to deliver increased functionality, especially around Teams/ virtual meetings.



- Focus on priority IT tasks arising out of council and service recovery plans

What is being considered in the longer term

- Consolidate 'agile' working model across the council, ensuring IT systems are fully resilient and secure and 100% of staff have access to applications and data they require for their role, irrespective of location.
- Complete implementation of Objective EDRMS across the council and use as a platform for correspondence workflow, document management and delivery of standard business processes. This will also replace fileshare which is a major inhibitor on agile working.
- Support wider digital transformation of services including moving more applications to the cloud. This includes exit from Caird datacentre.
- Draft new council digital strategy to support the 'new normal', this will have a major focus on utilising data as an asset to support automated processes, citizen self-service, provide business intelligence and insight, and facilitate partnership working.



Finance and Corporate Resources

Legal and Administration

The current position in terms of service delivery

- **Administration Services** – the Admin Team are working remotely, as they all have either laptops or are using remote PC take over. The democratic process has continued, with agendas prepared and published to the council's website, albeit some decisions are taken by delegated authority. Some meetings now being held using Microsoft Teams.
- **Elections Services** – The DRO and team member are also working remotely on election preparation and Objective tasks.
- **Legal Services** – Legal Services are all working remotely via council laptops using e-mail and Microsoft Teams.
- **Licensing and Registration Services** – Offices are now all closed to the public. A remote death registration service is being provided from a central hub in council headquarters with printing and scanning facilities. Six registrars are working from home with the others working in the office all carrying out death registrations. Additional staff from elsewhere in the service have been trained to assist in the process and can be called upon when necessary. A seven-day service was provided until 12 June, at which point the Scottish Government advised that Sundays no longer needed to be covered. Licensing applications are being accepted electronically and urgent matters are being dealt with.
- **Members Services** – The members services staff are all working remotely with their council laptops.

What is planned in the short term (to end of September 2020)

- **Administration Services** – the Admin team will continue to work remotely while remote working remains the default position for those who can. They are working on recovery plans for re-introducing staff back into the office. Following summer recess, should committee meetings resume in the traditional fashion and Elected Members return, then there will be a requirement for Administration Officers to be present in the workplace, although some form of agile working could continue.
- **Elections Services** – The DRO and team member will continue to work remotely on Election preparation for next year while remote working remains the default position for those who can. They are working on recovery plans for re-introducing staff back into the office and feeding into national planning for future election events.

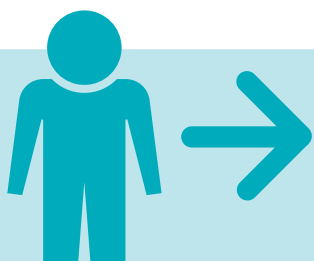
- **Legal Services** – will continue to work remotely while remote working remains the default position for those who can. They are working on recovery plans for re-introducing staff back into the office. The first stage being to identify which tasks require to be carried out in the office as courts start opening to more business and client departments start their recovery plans. Reaction to the pandemic and retirements of two managers will necessitate a restructure.
- **Licensing and Registration Services** – the remote death registration service will continue with arrangements being put in place for birth registrations and ceremonies in due course which will require face-to-face contact for staff and consideration of which offices are suitable for this. Licensing is expected to become increasingly busy as the phases of recovery progress and more businesses restart.
- **Members Services** – will continue to work remotely while remote working remains the default position for those who can. Members services will assist Elected Members with MS Teams to aid the implementation of virtual meetings They are working on recovery plans for re-introducing staff back into the office.

What is being considered in the longer term

- **Administration Services** – there is a requirement to review the structure of the Service following recent changes prior to lockdown and, as part of that, a review of homeworking will be considered. It is likely that some virtual meetings will continue, such as agenda meetings, partnerships boards, however, this will be very much dependent on the agreement and will of the Elected Members and partners. It is hoped to continue to reduce the reliance on hard copy committee papers and move wholly to electronic agendas etc.



- **Elections Services** – The DRO and team member will continue to work towards the Election in 2021. The DRO and team members will take account of the outcome of the work of the National Resilience Election Planning Group.
- **Legal Services** – Legal Services will review their new structure and look at agile working arrangements for staff including a review of homeworking. Increased use of laptops with softphones and virtual meetings is anticipated.
- **Licensing and Registration Services** – long term plans will depend on what, if any, aspects of Registration continue to be carried out remotely. Some of the new ways of working such as online applications and no cash payments are likely to continue in the long term and a review of accommodation could be carried out, dependent on the position of National Records of Scotland in relation to personal rather than remote appointments.
- **Members Services** – long terms plans will be very much dependent on the requirements of Elected Members. Employees will continue to work remotely while remote working remains the default position for those who can. Once lockdown is eased it is proposed to continue with some form of agile working arrangement. Consider the introduction of members surgeries by appointment, telephone or virtual surgeries



Finance and Corporate Resources

Personnel

The current position in terms of service delivery

Personnel Services are engaging with trade unions around return to work rules and arrangements. Discussions are ongoing and briefings will be issued to staff for issue. A key message is that staff who have been agile working should return to the office only once asked to do so. Human resource policies are being further developed to support the wider roll-out of agile working in the longer term.

As described above, the Shielding/Wellbeing contact team will need to be relocated and work is continuing on this. Discussions also continue with NHS Lanarkshire on the development of Test and Protect through the recovery period.

Employability

→ Employability Service delivery has changed significantly from a primarily face-to-face service involving individual and groups, to an online service offering support to existing long-term clients. As well as these clients, there has been a large number of enquiries for employability support from those who are recently unemployed or furloughed as a result of the Covid-19 event - our helpline and inbox will continue for the next three months at least.

- All work placement activities and tasters have stopped for the moment, and employer engagement work has scaled back as most workplaces are closed or operating on a skeleton basis, with workforce furloughed. This applies to our internal service as well as those delivered on our behalf by RTWS and by South Lanarkshire College.
- All other employability staff are currently working effectively from home, including VQ assessment team.
- Supported employment delivery has shifted to an online model on a temporary basis. The hospitality programme (Coalyard etc) is paused and staff redeployed to support care homes, meal preparation and delivery.

Health and Safety/Wellbeing

- All services are being provided on an agile basis at the moment – the only elements that are significantly curtailed at the moment are:
 - Health and Safety Audits/Inspections and Fire Risk assessments
 - Healthy working lives health checks
 - Healthy working lives/management wellbeing training events
 - Face-to-face mediation
 - Occupational Health referrals etc.
- All services are expected to return at some point.

Learning and Development

- The Learning and Development team have been providing advice and developing a range of e-solutions including webinars, Learn-On-Line, online tutorials, etc. taking account of the variety of technology available to replace classroom training where possible.

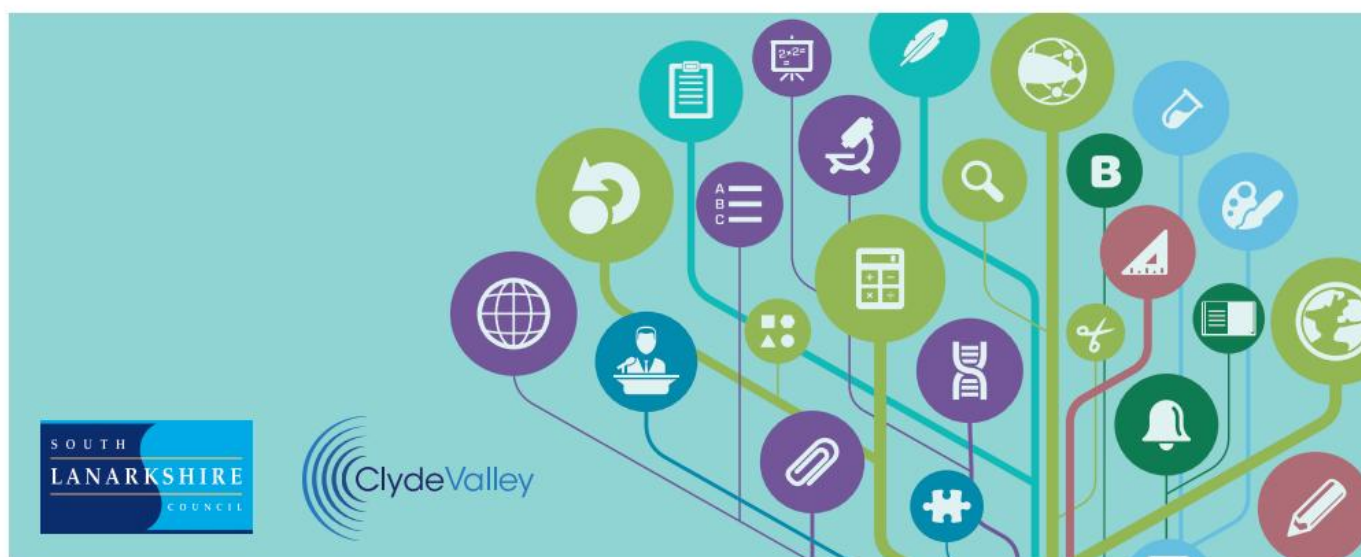
- Discussions are ongoing via the Learning and Development and Workforce Planning Boards to identify ongoing learning and development needs and establishing priorities be they dependant on Covid-19 support for operational requirements or Resource/Service priorities. This information will inform the allocation and prioritising of development work.
- We are also in the process of identifying learning and development activities which may not be suitable for conversion and are designing a set of Covid-19 protocols to minimise risk to presenters and participants. Examples of this include subject areas which have a high level of practical elements and/or require direct observation of candidates sometimes determined by accrediting bodies. We are liaising with accrediting bodies for a wide range of activities to determine viable alternative delivery models. This urgency of this is influenced by extensions to accreditation being granted by a number of these bodies, e.g. HSE have advised that current first aid certification can be extended until the end of September 2020.
- There has been a significant increase in the uptake of e-learning predominately via Learn-On-Line. This had necessitated the creation of a technical helpline to support users in accessing their required content.

Equalities, Consultation and Complaints

- Equalities and consultation work continues to be delivered remotely. There has been a significant increase in requests for surveys of service users, employee groups and parents and pupils.
- Complaints timescales have been relaxed due to the Covid-19 outbreak, but are still being dealt with timeously.

Connect Scotland

- The team will support the local roll out of a national project to support digital inclusion for those who are shielding and for those individuals who are isolated and vulnerable as a result of Covid-19. This group currently do not have access to the internet or devices to access the internet and stay connected. The roll out should be concluded by August 2020, although there will be continued support from Digital Champions in the longer term.



Resource Recovery Plans

Finance and Corporate Resources

What is planned in the short term (to end of September 2020)

- Overall the Personnel team are working with trades unions and employees to develop a plan for a gradual return to work, which adheres to appropriate physical distancing protocols.
- There will be continued support for the Shielding, and Wellbeing helplines as well as the TTIS Helpline as it begins to ramp up.
- Workforce planning for the new demands on services will form a significant part of the work of the team, with appropriate recruitment activity to support the new requirements.
- Employability are working towards a recovery model which includes providing support to those who are recently unemployed, furloughed and anticipating redundancy, and those who are self-employed and business has disappeared. Also supporting organisations involved in redundancy negotiations with their workforce.
- Model of support will require review in line with physical distancing protocols and there is likely to continue to be more online support where that is appropriate. Work placements and tasters are likely to decrease and other forms of experiential learning are being explored.
- Funding streams are being repurposed to meet the emerging demand, and programme focus will be revisited to reflect workforce pressures and demand. Considerable need to collaborate with other services of the council, and partners to ensure a joined up and effective response to economic and social recovery.

- The priority for return will be the following Health and Safety/Wellbeing:
 - **Fire Risk Assessments (statutory expectation to undertake and review)** – if these are taking place then the inspections would also restart as the same 'ground' is covered around the property
 - **The Occupational Health medicals (Statutory need to provide)**
- Both these should be able to return to the 'new normal' with appropriate physical distancing and/or the use of some PPE.
- **Learning and Development –**
In recognition of the rapid channel shift to various forms of e-learning, we are building capacity by upskilling our L and D team members to develop and support the delivery of live and recorded webinar content. This skillset will be utilised, where appropriate, to deliver virtual classroom sessions as an alternative to a physical setting. Discussions are ongoing with accrediting bodies to ensure compliance with their standards in respect to delivery methods, timings and invigilation requirements.
- **Equality, Consultation and Complaints –**
This work will continue, with the commitment to complete a Best Value Audit in relation to Equalities work and separately, Complaints arrangements, restarted in this Quarter.

What is being considered in the longer term

- Personnel Services will continue to support the workforce back to work and facilitate change to working practices, and service delivery arrangements. It is anticipated that there will be lasting transformational change to our way of working as a result of the Covid-19 pandemic.

- Agile working arrangements will be formalised in tandem with the provision of appropriate equipment and guidance for safe and effective use. We will continue to be responsive to changing needs of the organisation and the workforce.
- **Employability** – implementation of the plans outlined above with focus on local, regional and national response as appropriate. This may include prioritising of support for certain types of job, or groups of people who are most adversely affected by the Covid-19 pandemic.
- **Health and Safety** – the other elements will start back when more is understood about how and when the lockdown will ease. Physical distancing will influence a fair bit of the service provision either bringing it back onstream or changing the way we would currently do it.
- **Learning and Development** – further development of effective e-learning solutions to meet workforce needs across a range of subject areas. Developing expertise in emerging technologies and evaluation of effectiveness of these for employee groups across the council.
- **Equalities Consultation and Complaints** – The longer term will see a resumption of equalities monitoring and reporting in line with our statutory duties to produce and publish an equalities mainstreaming report in April 2021.

Adult Wellbeing Referrals

Scotland	Council average	South Lanarkshire
1,280	44	134

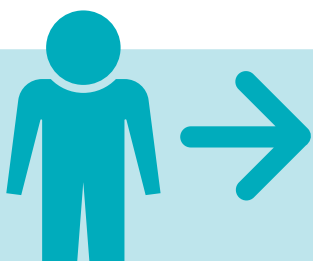
Community Engagement

The current position in terms of service delivery

One positive that can be taken from the pandemic is the reaction of community and voluntary organisations and their willingness to provide a leadership role, engaging with the council to assist support for local residents, especially the vulnerable. Many strong relationships have been developed through this joint work, and these will help further partnership activity during the recovery period and indeed beyond.

The Community Participation and Engagement manager continues to engage through the Third Sector Business Continuity and Strategy Review Group.

- All staff are working to capacity – three are office based, the rest are working from home or agile.
- Staff have supported the coordination and capacity of community effort and linking community response to needs identified through the Wellbeing Helpline.
- The Community Planning Partnership Board is due to meet on 1 July.
- The Community Planning Progress Group meets twice-weekly to share information and coordinate work.



Resource Recovery Plans

Finance and Corporate Resources



- Neighbourhood planning is recommencing with final drafts of new plans being approved by the communities involved.
- New local networks have been developed and continue to be strengthened.

What is planned in the short term (to end of September 2020)

- A return to approximately 80% of capacity focusing on core work while still supporting capacity and needs through the helpline while needed.
- Majority of staff remaining working from home or in an agile way.
- Completion of key pieces of work such as the CPP Community Engagement Strategy; Local Child Poverty Action Report; and the CPP Strategic Review.

- Continued capacity building support to local networks, including helping them with longer term planning and participation outwith the pandemic response.

What is being considered in the longer term

- Team continuing to work in a more agile way than previously.
- Longer term thinking around new ways to engage with communities – how to make effective (but not exclusive) use of online methods to encourage dialogue.
- Particular consideration to the long term poverty related impact of the pandemic and the responses needed to address issues from this.

Housing and Technical Resources

Housing Services

The current position in terms of service delivery

- **Homelessness** – centralised team will continue, with enquiries and assessments continuing to be carried out by telephone.
- **Rent Recovery** – will remain suspended. Continuing to provide support and advice.
- **Sheltered Housing** – services will continue to be provided remotely, with limited onsite visits.
- **Housing Options** – services will continue to be provided remotely.
- **Housing Support** – services will continue to be provided remotely.
- **Benefits are Changing team (BACT)** – services will continue to be provided remotely.
- **Tenancy/Estate Management** – service to remain as is with limited functions performed by officers working agilely.
- **Services for Gypsy/Travellers** – service continues to be delivered, with support and welfare checks being delivered remotely
- **Anti-Social Behaviour** – service continues to be provided, with face-to-face meetings reverted to telephone. Community Wardens not patrolling (will continue to provide welfare line support). CS Hub will remain suspended.
- **New Housing Applications** – will remain suspended.

Services where changes have been implemented include

- **Housing Allocations** – re-commence allocations to all categories of applicants, with continued focus on allocations to homeless households, those with an urgent medical need and to support hospital discharge.
- **Void Management** – work in conjunction with Property Services to expand allocation of housing.

What is planned in the short term (to end of September 2020)

Service provision change

- Widening of call handling/enquiries.
- Re-commencement of some ASB patrols (in vehicles).
- Re-commencement of Housing Applications (Online).



Housing and Technical Resources

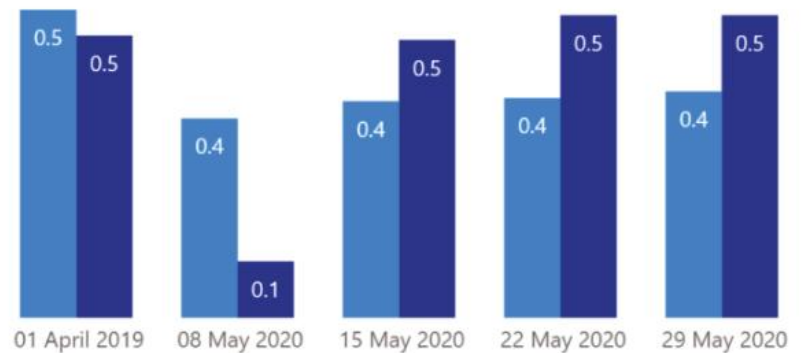
What is being considered in the longer term

A number of the service and working arrangements which have been put in place have proved to be both efficient and effective. Details of key changes which will be considered for implementation are shown below:

- **Call handling** – establish a virtual contact centre to deal with all initial service contacts/enquiries.
- **Tele-support Service** – continue and expand provision of housing support by telephone.
- **Homelessness** – establish a centralised approach to homelessness reception, assessment and temporary accommodation.
- **Virtual Meetings** – complete review of meetings and agree programme of virtual meetings.
- **Housing Applications** – introduce online application process, linked to digital Housing Options Tool.

Homeless applications (per 1000 population)

● Scotland Average ● South Lanarkshire



Property Services

The current position in terms of service delivery

- **Planned and Reactive maintenance** – service to remain as is with limited functions provided.
- **Domestic and Commercial and Electrical** – Routine, Emergency and Fixed Electrical Testing will remain suspended.
- **Heating (Domestic)** – service to remain as is with limited functions provided.
- **Heating (Commercial/Industrial)** – service to remain as is with limited functions provided.
- **Capital Programmes** – service to remain as is with limited functions provided.
- **Support Services (Plant/Stores/Cost and Productivity)** – service to remain as is with limited functions provided.
- **Design Services** – service to remain as is with limited functions performed by officers agile working.
- **Commercial Services** – service to remain as is with limited functions performed by officers agile working.
- **Customer Liaison Service** – service to remain as is with limited functions performed by officers agile working.

What is planned in the short term (to end of September 2020)

Service provision changes

Building Services - Contracts

- **Capital Programmes** – Housing and Non Housing, Site management will return. Plans for each site will be finalised and preparations carried out.
- **Domestic and Commercial** – No change to the emergency services currently being provided.
- **Domestic and Commercial Electrical** – No change to the emergency services currently being provided.
- **Planned and Reactive Maintenance** – No change to the emergency services currently being provided.
- **Plant Transport/Stores/Cost and Productivity** – services will commence return with staff working in the office on a rota basis.
- **Administration** – services will commence return with staff working in the office on a rota basis.



Housing and Technical Resources

Building Services (Maintenance)

- **Heating Installation Programme** - No work planned in the initial phase.
- **Kitchens and Bathroom** – No work planned in the initial phase.
- **Geographical Repairs** – No work planned in the initial phase.
- **External Maintenance** – No work planned in the initial phase.
- **Aids and Adaptations** – No change to emergency support for hospital discharge.
- **Reactive Maintenance**
 - Routine Repairs/Repairs by Appointment – no change in initial phase
 - Emergency Repairs – continue as is
 - Voids – return to expanded service.

Assets and Estates Services

- **Lease/Capital/Data/Investment Teams** – services being delivered via home working. Access to workplace only needed to process some documents.
- **Technical** – services being delivered via home working. Access to workplace only needed to process some documents, Asbestos Team has one officer available on a rotational basis.
- **Survey** – Surveys programme to re-start on a prioritised basis with external surveys. Staff will require limited access to the workplace.

Consultancy Services

- **All services** – delivered via home working. Access to workplace only needed to access some documents and materials.
- Work with other council Resources to review ongoing and planned capital programmes in terms of their deliverability as well as any financial implications.

What is being considered in the longer term

A number of the service and working arrangements which have been put in place have proved to be both efficient and effective. Details of key changes which will be considered for implementation are shown below:

- **Call handling** – Establish a virtual contact centre to deal with all initial service contacts/enquiries.
- **Building Services Maintenance** – Review of individual services with a view to moving from geographic based teams to service teams.
- **Virtual meetings** – Complete review of meetings and agree programme of virtual meetings.
- **Agile working** – continuation of agile working for those staff who can efficiently deliver services.

Social Work Resources

Public Protection Services

The current position in terms of service delivery

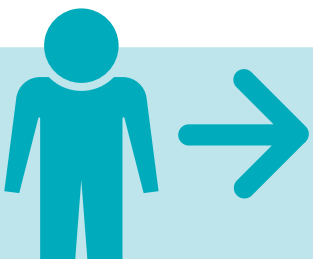
Children's and Adult Services

- Locality duty teams remain in operation both home and office based.
- Public protection cases are prioritised.
- Multi agency Initial Referral Discussions continue to take place.
- Child and Adult Protection Investigations continue to be undertaken.
- Initial and Review Child Protection Case Conferences and Adult Protection conferences to be scheduled using MS Teams.
- Children subject to Child Protection Registration continue to be seen weekly.
- Social Work staff continue to retain contact with their children/parents/carers on their caseloads.
- Adults services Staff maintaining contact with emphasis on complexity and risk face-to-face contact has been increased since the initial reaction phase of response using Table 4 PPE.
- Practical parenting support provided to parents/carers remotely.
- New Throughcare and Aftercare Team has been established to retain contact with young people who are leaving/left care.
- Emergency Children's Hearings are taking place remotely.
- All Protection Services are being delivered as per procedures.
- Home visits continue to be made to children on the register as agreed at the outset of the pandemic.
- Core Mental Health and MHSD services maintained.
- Addictions services operational with similar adjustments as described above.
- ESWS maintained.

MAPPA

- MAPPA Services continue to be delivered as per guidelines. Home Visits continue to be made to MAPPA level 2 and 3 cases and high-risk level 1 cases.

- These services (Child and Adult Protection, Mental Health, MAPPA) have continued to operate making use of agile working/ TEC (Technology Enabled Care) solutions to support functioning.



Resource Recovery Plans

Social Work Resources

What is planned in the short term (to end of September 2020)

- The Chief Officers Group and Child Protection Committee will continue to meet virtually until the end of September. These mechanisms will continue to offer scrutiny and oversight during this time.
- MAPPA Strategic Oversight Group (SOG) and MAPPA Oversight Group (MOG) will continue to operate virtually until the end of September. These mechanisms will offer scrutiny and oversight during this time.
- The Resource will continue to prioritise these functions. Face-to-face contact has been increased since the initial reaction phase of response using Table 4 PPE.
- Review of contact arrangements which have been suspended since public health advice to allow for safe contact to take place.
- To review our local duty systems to allow for greater prioritisation of work.
- To consider safe ways of undertaking planned pieces of work with children/young people and families to mitigate risks.
- Scope out optimum staff in offices whilst adhering to physical distancing.
- Ensure staff are fully appraised of PPE requirements if undertaking home visits.

What is being considered in the longer term?

- The service is looking to review its operating model to ensure services are targeted and delivered SMART.
- Maintain the full capacity of these functions whilst taking advantage of the benefits of agile working and TEC. The above noted arrangements will adapt or remain the same depending on the progress with addressing the pandemic.

Assessment and Care Management

The current position in terms of service delivery

- There has been a concentration on responding to critical care needs over the initial period. New work that is triaged as being low risk is not being progressed. Routine activity has been suspended. Emergency legislation which has eased the duty to assess has reinforced this position.
- Agile working use of Teams etc has facilitated business continuity.

What is planned in the short term (to end of September 2020)

- The focus on substantial and critical need will continue.
- Some routine activity such as reviews are being resumed where possible but any face-to-face contact will require Table 4 PPE. Easing of restrictions such as the anticipated moderation of restrictions on visitors to care homes will allow for more actual visits. Digital visits/third party accounts do not substitute for the benefits of setting foot in a building and seeing the person directly.

- Reinstate as much activity as is possible taking account of the prevailing restrictions/guidance. However also to maintain the strict applications of the eligibility guidance from the first point of contact to manage demand.
- Review Day Care cases to determine medium to long term care needs considering the ongoing closure of these services.
- It is assumed that most of the workforce will continue to work from home and come into the office on a version of the existing rota arrangements.
- Consolidation of the home working arrangements will be necessary.

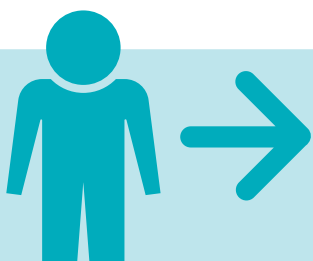
What is being considered in the longer term?

- Resumption of full Assessment and Care Management functions in line with Statutory Duties.
- Maintain focus on eligibility criteria/managing demand.
- Capitalise on agile working and TEC opportunities.
- Progress existing transformation workstreams including transfer of care management from care at home to field work; OT equipment/OT deployment work; Mental Health Strategy (South led integrated team).

Occupational Therapy Services

The current position in terms of service delivery

- All SLC Physical Disability and Sensory Impairment and Supporting your Independence Occupational Therapy services have been stepped down, with continued service delivery to P1 Critical and P2 Substantial Cases only. Whenever possible interventions are performed remotely with minimal direct contacts.
- All SLC Supporting Your Independence Occupational Therapy Staff continued to support Homecare Assessment, Review and Enablement. Processes as per routine business, but enhanced use of remote technologies implemented to reduce direct contacts.
- Telephone screening/triage of open cases and new referrals ongoing to manage clinical risk.
- Deployment of some SLC PDSI OT staff to support rehabilitation and enablement within additional care home beds (McWhirters).
- Sign posting to self-management information and resources.
- Equipment provision (via Equipu) and Centralised adaptations services (via Housing and Technical Resources) have stepped down to address equipment and adaptation provision for critical or substantial needs.



Resource Recovery Plans

Social Work Resources

What is planned in the short term (to end of September 2020)

- Continued Focus on P1 and P2 OT caseloads, with regular triage of OT waiting lists to review risk status. Continued use of technological solutions to reduce direct contact.
- Minor step up of equipment and adaptations services in line with Equipu and CAS service provision.
- Commence development of Disability Living Foundations's "AskSARA" site to enhance opportunities for signposting, and self-management information for people living and working in South Lanarkshire. This will reduce dependency on statutory service provision.
- Complete development and implementation of a workforce eligibility and prioritisation tool available for any equipment and adaptation output being recommended, aligned to the South Lanarkshire HSCP prioritisation framework. (There will be a delivery plan to roll out this to all relevant assessors across the partnership.)
- Progress professional governance structure and arrangements for SLC OT Staff.
- Develop proposals for future Occupational Therapy Service re-design and reconfiguration.

What is being considered in the longer term?

- Planned Occupational Therapy Service Re-design and reconfiguration across South Lanarkshire.
- Person and community centred approaches will be implemented with staff deployed within integrated teams to help people remain in their communities at home or in a homely setting.

- Improved access to information and self-management resources with reduced dependency on statutory service provision.
- High quality, evidence based occupational therapy services with enhanced governance structures across the HSCP. This will act as a key enabler to both the service and staff development needs.

Day Services

The current position in terms of service delivery

- All Day Services are suspended.
- Charging has consequently stopped.
- Alternative outreach services are in place and the demand for these has grown steadily over the weeks.
- Staff operating from four admin hubs – one in each locality: Harry Heaney, Newberry Rooney (also PPE hub), Harry Smith, Murray Owen.
- Some staff redeployed to residential care e.g. McWhirter temporary unit.
- Transport being used elsewhere e.g. refuse.

What is planned in the short term (to end of September 2020)

- Centre based day services are unlikely to be able to reopen for a considerable period.
- Continue and consolidate the temporary solutions.
- Review deployment of displaced staff.
- Review all service users and reconsider their support plans in line with SDS legislation.
- Re-instate charging where appropriate for the “new” service.
- Consider long term implications as part of the review.

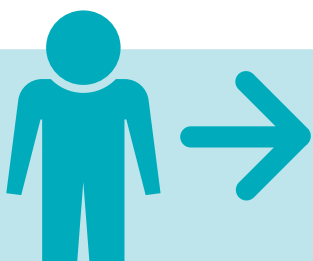
What is being considered in the longer term?

The current response is a version of what was emerging as a potential outcome of the review of day care, that is a more flexible personalised approach that is less tied to buildings and group transport. Also, a tiered service operating from a hub which might offer services such as reablement and crisis intervention alongside community facing services such as Community Networks which draw on personal assets and promote inclusion in established community assets. The review will be concluded and pull the work together. The Resource proposes that the IJB consider this response as a means of delivering on its Strategic Commissioning plan and the council considers the opportunities arising for the potential release of several buildings for other purposes.

Care at Home

The current position in terms of service delivery

- The service (Internal and External) has been maintained business as usual.
- Community meals service has been established to release them for hands on personal care.
- Less essential needs – services stood down.
- Some families have picked up support in the short term due to the overall circumstances.
- Significant number of staff either “shielded” or “vulnerable” (higher volume) and not available for work.
- Table 4 PPE being used.
- Adjustments to vehicle use to limit more than one person per vehicle.
- Council service
 - Office based staff working from home – agile/teams
 - Patch meetings/routine review suspended
 - Recruitment and induction continued.
- Financial support provided to the external sector in accordance with COSLA guidance.



Social Work Resources

What is planned in the short term (to end of September 2020)

- Continue service delivery in a BAU way taking account of prevailing guidance.
- Maintain improved performance around delayed discharge.
- Consider lessons learned about eligibility criteria application.
- Consolidate agile working arrangements for office-based staff.
- Request submitted to IT for an accelerated roll-out of new handsets to support better comms with carers e.g. Patch meetings via Teams.
- Care at Home Transformation and Improvement Board recommenced.
- Recruitment to Project Roles and Senior Carer roles as agreed at SW committee.
- Renewed focus on Hamilton and Rutherglen services and support to new Operations Managers coming in.

What is being considered in the longer term?

- Undertake further engagement on the transformation programme through a series of workstream projects reporting into the Programme Board and bring further reports with recommendations on priorities, delivery models and structures to IJB/SW committee.
- Implement key strands of transformation programme already agreed
 - Care at Home as only a provider
 - Hospital discharge team
 - Total Mobile Scheduling
 - Senior Carer Role
 - Stronger focus on short-term interventions
 - Refresh of contract framework.
- Consider the financial position re COSLA directed support/finance availability.

Care Homes

The current position in terms of service delivery

- All council care homes fully operational and guidance implemented e.g. visitor restrictions, use of PPE, testing etc.
- Staff redeployed from SLLC (mostly casual staff) and Day Care to support council services.
- McWhirter care home recommissioned to provide temporary additional capacity to support flow from Acute in a reablement model – working well.
- Kirkton on standby for a similar purpose – not been needed.
- Additional nursing home beds purchased at the outset to support discharge from Acute and follow Scottish Government directions. Some e.g. Bothwell Castle Unit now stood down.
- Ongoing support to external sector, e.g. Locality based check ins, weekly conference call, PPE Hub, Assurance groups.
- Partnership support to care homes with challenges
- Financial support provided to the sector in accordance with COSLA guidance.

What is planned in the short term (to end of September 2020)

- Maintain service delivery and support the sector.
- Review position in line with updated guidance.
- Consider longer term implications for the sector.
- Stand down Kirkton and potentially also McWhirter by end September.
- Consider the next steps for the remodelling programme and potential need to review some of the assumptions. Some background work has continued.
- Consider the introduction of Contract Monitoring (practice) roles into the Locality Team structure to provide capacity to monitor and support the sector in the longer term.

What is being considered in the longer term?

- These services will continue to have a role in supporting the frailest.
- However, care home residents are among the most vulnerable to Covid-19 – could key elements of the existing situation prevail in the longer term e.g. visitor restrictions, use of PPE?
- Consider commissioning strategy in light of emerging issues
 - Viability of care homes
 - Demand for care homes
 - Guidance updates
 - Costs and budgets
 - Role in unscheduled care.
- Complete review of implications for council services remodelling programme.
- Consider the financial position re COSLA directed support/finance availability.

Supported Living

The current position in terms of service delivery

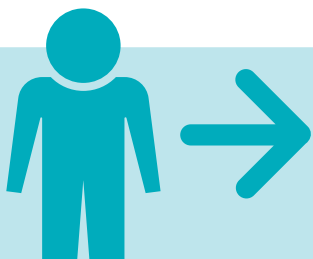
- Core services have been maintained albeit with some modifications based on risk assessment and taking account of guidance.
- Some services primarily day support and respite have had limited or no functional service and staff have been redeployed.
- Financial support provided to the sector in accordance with COSLA guidance.
- Weekly provider calls.

What is planned in the short term (to end of September 2020)

- Maintain liaison/monitoring with the sector.
- Review the position with services that are stood down and next steps.
- Consider the financial position re COSLA directed support/finance availability.

What is being considered in the longer term?

Service to continue with adjustments made considering prevailing guidance and available finance.



Education Resources

The Education Resources Recovery Plan is being reported in a format which is different to the other Resources which reflects the uniqueness of the specific circumstances and requirements around the recovery and re-start of schools and early years establishments.

Local Phasing Delivery Plan Preparing for recovery in schools/ educational settings and services

The Scottish Government has identified a four-step approach to the easing of lockdown.

www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/

National Guidance outlines the intention to **'re-start school education for almost all children and young people in August'** and that subject to health advice, teachers and other school staff should return during June to prepare for the new model of learning in August. The document also indicates the aim of continuing to support the children of key workers, vulnerable children and states that there **'should be a particular focus on supporting children at key transition points (e.g. due to start in P1 or S1) which may include some in-school experience in late June, where possible and safe to implement'**.

Background


The framework for re-opening schools was jointly developed by the Scottish Government and Local Government, with support from key partners across the education system, and is an agreed strategic framework to be used at local level in conjunction with Local Phasing Delivery Plans for the reopening of schools and early learning and childcare (ELC) provision in Scotland. The council's Education Local Phasing Delivery Plan outlines the detailed actions being undertaken to re-start our schools and early years establishments.

More detailed guidance on the Scottish Government's approach to re-opening of education settings is provided in the document **'A strategic framework for re-opening schools, early learning and childcare provision in Scotland'**.

www.gov.scot/publications/excellent-equity-during-covid-19-pandemic-strategic-framework-reopening-schools-early-learning-childcare-provision-scotland/

There is no doubt in an ideal world we all want to get our children and young people back into schools and establishments, but it is also clear that any decision to do so must be based on medical and scientific advice and when we have the right safety measures in place for our staff and pupils.

Scottish Government COVID-19 Routemap

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
	Lockdown restrictions:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:
 Schools, childcare and other educational settings	<p>Schools and childcare services closed.</p> <p>Measures in place to support home learning and to provide outreach services to vulnerable children.</p> <p>Critical childcare provision for key workers and vulnerable children provided through hubs, nurseries and childminding services.</p> <p>Universities and colleges closed - remote learning and research.</p>	<p>School staff return to schools.</p> <p>Increased number of children accessing critical childcare provision.</p> <p>Re-opening of child minding services and fully outdoor nursery provision.</p> <p>Transition support available to pupils starting P1 and S1 where possible.</p>	<p>On campus university lab research restarted subject to physical distancing.</p>	<p>Children return to school under a blended model of part-time in-school teaching and part-time in-home learning. Public health measures (including physical distancing) in place.</p> <p>Subject to the progress of the scientific evidence, schools are expected to open on this basis on 11 August.</p> <p>All childcare providers reopen subject to public health measures, with available capacity prioritised to support key worker childcare, early learning and childcare (ELC) entitlement and children in need.</p> <p>Universities and colleges phased return with blended model of remote learning and limited on campus learning where priority. Public health measures (including physical distancing) in place.</p>	<p>Schools and childcare provision, operating with any necessary precautions.</p> <p>College and university campuses open - including key student services with any necessary precautions.</p>

The Scottish Government guidance states:

This Strategic Framework has been jointly developed by the Scottish Government and Local Government, with crucial support from key partners across the education system including the Education Recovery Group which was established in April 2020.

It sets out how there will be transition back to a greater level of face-to-face education in schools and ELC settings as soon as this is able to happen safely, and represents an agreed framework to be used at local level in conjunction with Local Phasing Delivery Plans. It is based upon a blended model of in-school and in-home learning for school-age children, and prioritisation of access to contact time in ELC.

These approaches are driven by the requirement to implement physical distancing measures and other age appropriate measures in education settings at present to minimise the risks of infection and transmission and ensure they are safe places to be.

Everything within the paper is predicated on two crucial factors:

1. Implementation is conditional upon scientific and medical advice confirming that it can be done so in a manner that is consistent with wider efforts to control the reproduction rate and protects the health of staff and pupils alike.



Education Resources

- II. Comprehensive implementation of complementary public health measures, including adherence to 'test, trace, isolate and support' (test and protect practices), the use of personal protective equipment (PPE) where appropriate for all staff, and a range of other hygiene measures such as:
 - Increased hand-washing facilities/hand sanitisers and use thereof.
 - Regular and enhanced cleaning of surfaces (e.g. sinks, toilet seats and door handles).
 - Protocols for what to do if a child/member of staff has suspected/confirmed Covid-19.
 - Ongoing risk assessments on the operational parameters of re-opened centres.

Scottish Government Principles for reopening schools and ELC setting

A set of five key guiding principles that are values-led and place the child at the centre of considerations has been identified. These principles are supported by a similar approach agreed by the Directors and Chief Education Officers across the West Partnership. The Scottish Government five principles for the safe re-opening of schools and establishments are:

Safe

1. Protects the physical, emotional and mental health and wellbeing of children and young people (this includes indirect harms through societal and economic effects) as well as all staff.

Fair and Ethical

2. Ensuring every child has the same opportunity to succeed through their blend of in-school and in-home learning, with a particular focus on closing the poverty related attainment gap.
3. Ability to prioritise learners at key points and/or with specific needs.

Clear

4. Is easy to interpret and understand, and has the confidence of parents, staff and young people so that they can plan ahead.

Realistic

5. The options are both viable and effective at the level they are applied.

South Lanarkshire Council Education Resources

Building blocks to recovery

As a Council it is essential that we have a clear process for recovery, based on building blocks that give us a firm foundation to deal with the challenges ahead. Our Education recovery process will be built upon:

The safety, and mental, emotional, physical wellbeing of learners and staff

Consistency with the Scottish Government's framework for decision making, to have guidance in place to support measures such as distancing, curriculum planning, managing attendance and wider protective actions.

Having the confidence of parents, staff and learners – based on evidence and information

Ability to prioritise learners at key points including transition, BGE, Senior Phase including those from disadvantaged backgrounds.

Continuing contribution to the national effort and strategy to fight spread of Covid-19

Communication strategy which sets out clear and concise messages in a planned and co-ordinated manner using the most effective means to reach intended audiences.

Education Resources Recovery Process

Education Management Team

Services

CQIS

Early Years

Inclusion

Operations Service

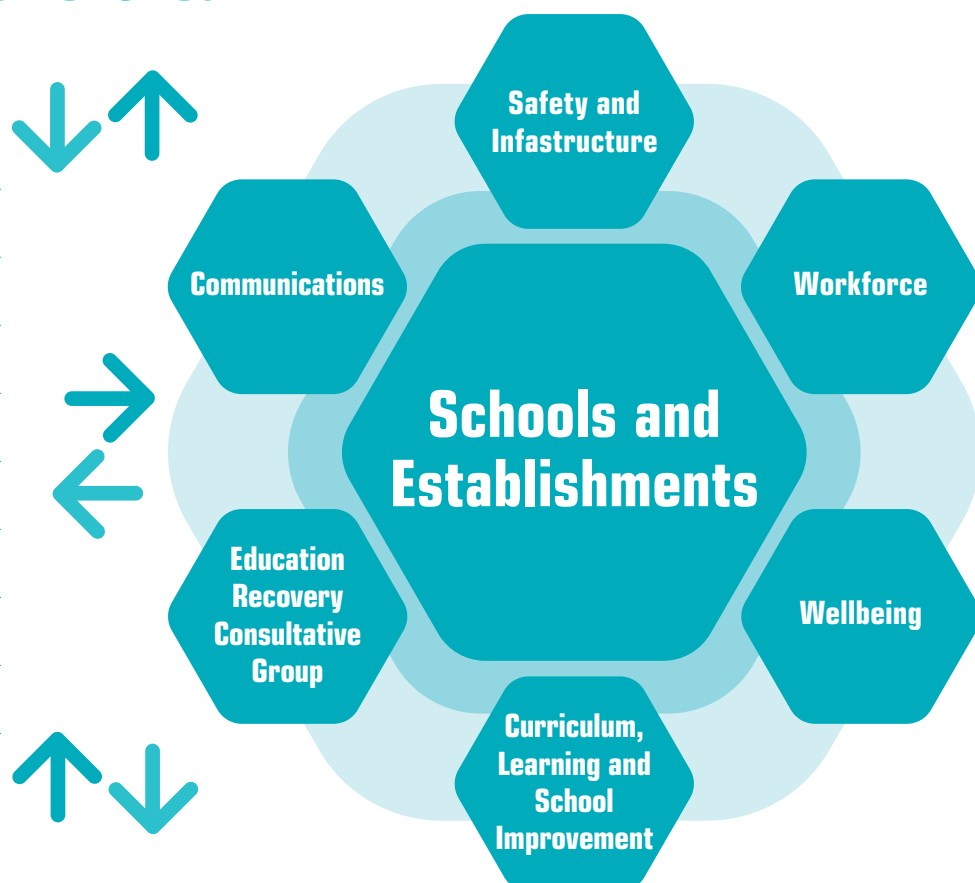
Psychological Services

Schools Modernisation

Support Services

Youth Employability

YFCL



Locality support and implementation

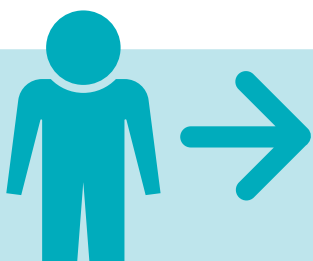
Education Resources Recovery Process – Local Phasing Delivery Plan

Purpose

The Education Resources Recovery Process and the development of a Local Phasing Delivery Plan sets out the overarching approach to service recovery stemming from lockdown and school and establishment closures due to the Covid-19 outbreak.

The overall recovery process will seek to:

- Support education establishments across South Lanarkshire Council to return, taking into account national guidance.
- Prioritise the health, safety and wellbeing of all children, young people and staff working in our schools and establishments.



Resource Recovery Plans

Education Resources

A successful recovery process will require all areas of the council to work in partnership with the community and key stakeholders. The Education Recovery Process is based on our existing structures and the establishment of key themes. The development of a Local Phasing Delivery Plan and a successful recovery is underpinned by the following:

The Education Management Team (EMT)

The Education Management Team (Executive Director/Heads of Service) has overall responsibility for implementing council policy and strategic management decisions within the Education Service, while working closely with Elected Members and the Chief Executive of the council, ensuring that national and local advice and guidance is implemented.

Education Services

Initially it is proposed that we build on our existing structures and services to support the recovery process. Education Resources has a clearly defined Service structure designed to support schools and establishments. Over the coming weeks and months ahead Services will focus their efforts on recovery, and how schools and establishments can best be supported.

Partnership Working

The council and the trade unions are committed to working together to deliver high quality services for the people of South Lanarkshire. To achieve this there is a commitment from both sides to work together in equal partnership.

This Partnership Agreement is based on four values of:

- Common goals;
- Understanding;
- Transparency; and
- Honesty.

Through the Joint Negotiation and Consultation Committee (JNCC) and Joint Negotiation Committee (JNC) matters which are of interest and impact on education, teaching and learning and workforce matters are discussed. The council and trade unions will work together in the spirit of these values to maximise openness and respect and to support our workforce. There has been exceptionally effective partnership working during the very challenging period of school closure and this will be pivotal as recovery is shaped.

Recovery Themes

There are a range of challenges in restarting our schools and establishments and this needs a clear, coordinated approach to achieve a successful re-opening. In the first instance, six cross cutting themes have been identified that impact on all services, schools and establishments. Led by a Head of Service, appropriate Services and subgroups will be identified and tasked within each theme with developing our approach to recovery planning within each theme, bringing expertise from across establishments and services and Resources to ensure that we resume service delivery and safely reopen our schools, establishments and Services. More specifically, this will contribute to the development of our **Local Phasing Delivery Plan** and focus on the following:

- Development of a recovery action plan in each identified area.
- Contribute to prioritisation of functions to support the re-opening of schools, establishments and services.
- Meeting agreed milestones.
- Scenario planning.

The six recovery themes are:

Safety and Infrastructure

→ Education settings – readiness for re-opening

- PPE and hygiene guidance
- Physical distancing within education settings as part of a phased re-opening of schools (including any impacts on disadvantaged children and young people)
- Response to potential and confirmed cases
- Clarification – pupil attendance procedures
- Risk assessments – building, class and individual levels, safe system of works
- Policy re: use of shared resources, groups, space and furniture to be used
- Use of outdoor space.

→ Transport

- Liaison with SPT, contractors and roads officers in respect of local traffic management.

→ Liaison with Facilities Services

- Janitorial arrangements
- Cleaning schedules
- Catering including free school meals.

→ Liaison with Housing and Technical Resources

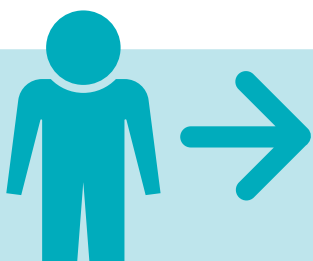
- Buildings – safe re-start
- Set up assistance – furniture moves, creation of new areas, including potential use of other buildings
- Repairs and maintenance procedures.

Workforce

- Ensure that there is sufficient capacity in the teaching workforce in the short term to deliver education through a blended model of in-school and remote learning from August.
- Implications for re-opening of schools/ establishments on the workforce.
- Teachers.
- Early Years Workers.
- Early Years Support Workers.
- Supply teachers.
- School Support Staff.
- Arrangements for working from home – clinically vulnerable staff.
- Working Time Agreements.
- Eligibility for testing and processes.
- Recruitment.
- Terms and conditions adjustments to support the education recovery process.
- ITE – student placements.
- Teacher Induction Scheme (TIS).

Wellbeing

- Equity and Inclusion.
- Pupil and family wellbeing.
- Staff wellbeing.
- Providing support to learners most adversely affected by C-19.
- Recognising the impact of social isolation on children and young people's wellbeing.
- Supporting schools to build resilience.
- Identifying new risks or newly vulnerable children and young people as a consequence of new circumstances.
- Providing ASN support to learners and families.
- The impact of a phased re-opening of schools on disadvantaged learners identified priorities.
- The impact of poverty on families.



Education Resources

Curriculum, learning and school improvement

- Recovery Planning for Schools.
- Blended Learning.
- School Improvement and Statutory Reporting.
- Curriculum.
- Teaching, Learning and Assessment.
- 2020 and 2021 exam diet, qualifications and certification.
- Professional learning.
- Equity including PEF and SAC.
- Post 16.

Education Recovery Consultative Group

The aim is to involve, support and work in partnership with all stakeholders in sharing information through dialogue, and other communication means to influence and shape our Covid-19 recovery plans in support of the Education Services and four other recovery themes. The group will:

- Build on the strong foundation of effective collegiate and partnership working in Education Resources to establish a collaborative approach and shared commitment to recovery.
- Use the 'building blocks' to recovery as the governing principles to guide the consultative group.
- Empower our headteachers, schools, services and staff to be agile and solution focused.
- Co-ordinate and provide advice, guidance, information and support across the workstreams.
- Work with key partners to identify and address any ongoing issues or issues arising from the recovery process.

Communication

The 'building blocks' and workstreams are used as the framework to guide engagement and communication and activity

- National and local strategic/operational decisions are appropriately and timeously communicated to education and community stakeholders in the most appropriate format.
- Effective communication and engagement systems are in place to ensure coherence and consistency in terms of sharing and disseminating policy and operational decisions to education and community stakeholders.
- Effective use of IT and social media is used to reach out to and to receive the views of education and community stakeholders.
- Communications are adapted to suit their intended audience.
- Media and information security protocols are implemented to safeguard all staff.
- Ensure mechanisms are in place to gather feedback and inform the next steps.
- Effective co-ordination and provision of communication and engagement advice, guidance.

Locality support and implementation

The South Lanarkshire Council area is large and varied and our schools and educational establishments reflect both the rural and urban nature of our communities. Consequently, a 'one size' approach to reopening does not take into account the distinct nature of our four localities. Led by each Head of Education (Area) and supported by the appropriate school/establishment lead officers and Service Manager, Area leadership groups will meet and help inform our approaches to reopening, outlining specific local issues.

Schools and establishments

As an Education Service we pride ourselves in empowering our headteachers, schools and staff to be agile and solution focused in order to best meet the needs of the local community. In what is uncharted territory, we will continue to apply this principle, but in order to do so we are keen to provide leaders with a clear framework, based on national guidance, ensuring local decisions are made in a collegiate and transparent way.

Engagement and communication with stakeholders

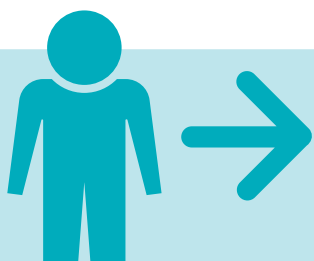
We will use our existing structures to engage with and to hear the views of stakeholders including the voices of children, young people, staff, parents/carers, trade unions, professional associations, Elected Members and, in the context of Covid-19, health professionals and council Resources. For example, working with our Parents as Partners Focus Group to gauge the views of families, the Early Years Partners' Consultative Forum, Secondary headteachers, Locality representatives, Primary, ASN and service representatives, the Youth Council, pupil forums and parent councils.

- The **'building blocks'** and **workstreams** are used as the framework to guide engagement and communication activity.
- The **survey by the Youth Family and Community Learning Service/Psychological services** will be used to inform and influence recovery plans at authority, school and service level.
- The **Emergency Childcare Hub staff survey** will also be used to inform respective workstream plans and operational matters at school and service level.
- **The Standards in Scotland's Schools etc. Act 2000**
 - Due regard is given to the views of the child or young person in decisions that significantly affect them, in regards to the child or young person's school education. (Section 2(2))
 - Head teachers to be aware of the need to involve the pupils, on decisions about the everyday running of their schools. (Section 6(3)).




Resource Recovery Plans

Notes



Resource Recovery Plans

235



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Report

14

Report to: **Executive Committee**
 Date of Meeting: **24 June 2020**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Participatory Budgeting**

1. Purpose of Report

1.1. The purpose of the report is to: -

- ◆ provide an update in relation to Participatory Budgeting, and to gain agreement to progress with areas of participatory budgeting in due course.

2. Recommendation(s)

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

- (1) that the information be noted; and
- (2) that the participatory budgeting areas identified in Appendix 1 are agreed.

2. Background

2.1. An awareness session was held in May 2019 to provide elected members with proposals on where Participatory Budgeting could be rolled out across some council services. A subsequent session took place on 21 February 2020 and an Elected Members' Briefing Film was made available on 27th May 2020.

2.2. The members' session in February covered a number of areas including:-

- The areas proposed to progress through Participatory Budgeting (see section 3)
- How we engage with the community in the proposals for Participatory Budgeting (section 4)
- Update on Participatory Budgeting Charter (see section 5)
- The role of elected members in Participatory Budgeting (section 6)

2.3. It was proposed that we undertake a review of Participatory Budgeting activity after March 2021, looking at the outcomes achieved and proposed further areas for rolling out participatory budgeting

3. Proposed Participatory Budgeting Areas

3.1. At both Awareness Sessions, members were advised of the proposed areas for Participatory Budgeting. A summary of these areas is included in Appendix 1.

3.2. When approval is given, Services will then work to prepare and plan to deliver Participatory Budgeting over the coming months. Practical considerations that will need to be addressed include:

- Arriving at options for consideration by the community
- Awareness raising for communities on Participatory budgeting

- Planning and delivering consultation exercises
- Consolidation of results
- Practical planning for delivery of outcomes (change management)

4. How Do We Engage with the Community for these Proposals

- 4.1. How we engage with the community was also addressed at the Awareness sessions. The Council is working to improve levels of community participation and activity that aid the delivery of the aspirations contained in the Community Empowerment Act.
- 4.2. Measures have been implemented, including the requirements for Local Outcome Improvement Planning and locality planning (referred to as neighbourhood planning within South Lanarkshire), and the expectation is that partnership approaches, both with communities and with other partner organisations, will become more prevalent. This will ensure a coordinated approach to community participation and empowerment which is clearly and demonstrably outward looking.
- 4.3. In relation to Participatory Budgeting, the 8 proposals suggested in the awareness session through which Participatory Budgeting could be taken forwards are covered in Appendix 1.
- 4.4. The way Participatory Budgeting could be carried out for each proposal will vary, depending on the question which is being asked of the community.
- 4.5. Support should be given to those sections of the community which are least likely to participate, and this can be provided through Community Engagement staff who are already working within geographical communities and with communities of interest.
- 4.6. In line with the National Standards for Community Engagement as well as the Participatory Budgeting Charter, a range of different options as to how people can participate in the process will be needed to ensure that as many people as possible are able to have their say. This may include online methods, focus groups, the use of paper ballots or other methods that are suited to the decision the public are being asked to contribute to.
- 4.7. Initial proposals as to the processes which could be used have been identified and are included in Appendix 1.

5. Participatory Budgeting Charter

- 5.1. A Participatory Budgeting Charter has been published by Participatory Budgeting Scotland. Participatory Budgeting Scotland is a network funded by the Scottish Government and developed by Scottish Community Development Centre, the recognised lead body for community development within Scotland. This charter lays out features of what a fair and quality Participatory Budgeting process should be.
- 5.2. The charter states that Participatory Budgeting is a way of making sure that everyone affected by a decision has an opportunity to share their views and listen to others.
- 5.3. There are 7 key “Features” of the Participatory Budgeting Charter for Scotland. These are: -
 - Fair and Inclusive
 - Participatory
 - Deliberative

- Empowering
- Creative and Flexible
- Transparent
- Part of our democracy

5.4. The charter was co-produced by people with experience of Participatory Budgeting processes in Scotland, including those from equality groups, community organisations and public bodies, and provides a good practice guide as to what a fair and high quality Participatory Budgeting process should look like. The Council will look to link our plans to deliver Participatory Budgeting to meeting the aims of the charter.

6. Role of Elected Members

6.1. An elected member briefing on Participatory Budgeting has been developed by the Improvement Service. As part of this guidance, the role of elected members is covered. A revised briefing has been drafted by the Improvement Service and shared with the Council through Cosla's Community Wellbeing Board in January. We still await the final publication of this updated guidance.

6.2. The revised briefing states that elected members are best placed to represent the interests of the community and that they have a key role to play, working with communities to achieve consensus, participation and representation. Visible and engaged elected members can help reassure participants on the accountability of Participatory Budgeting outcomes.

6.3. The briefing details roles and responsibilities for elected members in relation to Participatory Budgeting, including:

- To ensure the aims of the process are clearly understood by all participants.
- To make sure the relevant resources to run an effective Participatory Budgeting process are in place.
- To ensure the process is inclusive and promotes the participation of communities in all stages of Participatory Budgeting design.
- To engage with local people to raise awareness of local Participatory Budgeting activity
- To encourage and support the local community to participate in the process.
- To support decisions made by local people.

6.4. Support can be provided to elected members through appropriate training on Participatory Budgeting, through regular updates on progress and, of course, through the work that the Community Participation and Empowerment team undertake in the community.

6.5. Through the work being taken forward by the Standards and Procedures Advisory Forum (SPAF), the role of Area Committees in Participatory Budgeting was clarified.

- 6.6. The Council meeting on 13 February 2020 agreed a change in the Terms of Reference for Area committees including the power to:

“To carry out a scrutiny function, at a local level, in relation to participatory budgeting”

- 6.7. As the majority of Participatory Budgeting is envisaged to be covered under “mainstream Participatory budgeting”, it is being proposed that the community would be provided with service delivery options to choose from. Members’ roles would include being consulted on the options being presented to the community, and on the results of the Participatory Budgeting exercise.

7. Employee Implications

- 7.1. At this stage, there are no employee implications in terms of the content of this report.

8. Financial Implications

- 8.1. There are no financial implications contained within this report.

9. Climate Change, Sustainability and Environmental Implications

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

10. Other Implications

- 10.1. N/A

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.

Paul Manning

Executive Director (Finance and Corporate Resources)

29 May 2020

Link(s) to Council Values/Ambitions/Objectives

- Achieve results through leadership, good governance and organisational effectiveness
- Accountable, effective, efficient and transparent
- Fair, open and sustainable

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: -

Jackie Taylor, Head of Finance

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Appendix 1 – Proposed areas for Participatory Budgeting and how we will engage with the Community

Area of Participatory Budgeting	Proposal	Geography	Consultees (e.g. stakeholders / CC / others)	Method	What needs to be done
Community and Enterprise Resources					
Renewable energy fund – micro grants	<p>£5k micro-grants for community councils / community development orgs (in line with proposals agreed at Community and Enterprise Committee Oct 2018)</p> <p>CC's take responsibility for disseminating awards of up to £500 in their area.</p> <p>Community decides how REF money is spent.</p>	Rural South Lanarkshire and a small number of other communities within 10 miles of wind farms	<ul style="list-style-type: none"> Community Councils Other Community Interest Organisations 	<ul style="list-style-type: none"> Through community councils / community interest organisations 	<ul style="list-style-type: none"> Micro grant process already in operation
Street Cleaning Services	Street Cleaning is an area where there have been lower levels of satisfaction. The proposal is to improve service through involving the community through online surveys to prioritise task areas, to shape how service is delivered	4 Geographical Areas (Hamilton, EK, Clydesdale and Cam/Ruth)	<ul style="list-style-type: none"> All SL residents including community councils; local forums etc. 	<ul style="list-style-type: none"> Online consultation, with additional support via libraries and other partners to promote and support engagement (e.g. for those lacking digital access or skills) 	<ul style="list-style-type: none"> Formulate process and identify the options for choice Discussion with staff and trade unions Public consultation Plan changes to service and inform the public Apply changes

Area of Participatory Budgeting	Proposal	Geography	Consultees (e.g. stakeholders / CC / others)	Method	What needs to be done
Carriageway resurfacing programme on council wide basis	Identify list of roads that the community can prioritise to be delivered (from a portion of existing roads budget). The service will continue to deliver the highest priority projects	South Lanarkshire wide level.	<ul style="list-style-type: none"> Public Community Councils Local Businesses 	<ul style="list-style-type: none"> Online consultation as on council wide basis, tapping into contacts in Community Councils and use of social media to promote 	<ul style="list-style-type: none"> Identification of projects for choice Consultation Feedback on results
Education Resources					
Proportion of PEF funding (initially 5%)	PEF is allocated to individual schools. The proposal would be to take an element of PEF to allow stakeholders (pupils, parents, parent councils) to propose and decide on how funds are spent. This move towards Participatory Budgeting is included within the current guidance in relation to PEF.	School Level	<ul style="list-style-type: none"> Parent Councils Parents Young people 	<ul style="list-style-type: none"> At school level by Head Teachers 	<ul style="list-style-type: none"> Develop a draft set of PB procedures to apply to the PEF in identified pilot schools Pilot schools to implement draft PB procedures for a portion of their PEF budget PB to be included in School Improvement Plans
Finance and Corporate Resources					
Place Based Participatory Budgeting programme	This is a continuation of work in Neighbourhood and Community-led planning activity which is currently delivered. The programme invests £40,000 through facilitated community	Neighbourhood Planning Areas (currently 1. Whitlawburn and Springhall, 2. Hillhouse, Udston and Burnbank and 3. Strutherhill and	<ul style="list-style-type: none"> Our Place Our Plan Stakeholder Groups (to determine themes and projects) 	<ul style="list-style-type: none"> Face to face voting and consultation sessions complemented by digital voting. 	<ul style="list-style-type: none"> Current year's activity already underway

Area of Participatory Budgeting	Proposal	Geography	Consultees (e.g. stakeholders / CC / others)	Method	What needs to be done
	engagement to decide on priorities and choose projects in local areas. The funds are then spent by the Community.	Birkenshaw)	<ul style="list-style-type: none"> Residents of Neighbourhood planning areas 		
Housing and Technical Resources					
H&T Environmental programme	Tenant participation currently takes place in relation to the setting the annual housing budget including the environmental programme Tenants will decide on how elements of the environmental budget are spent.	South Lanarkshire wide level	<ul style="list-style-type: none"> SLC tenants 	<ul style="list-style-type: none"> Consultation with tenants through Local Housing Forums Consultation with Tenant and Resident groups Tenants will rank preferences and agree priorities for use of environmental budget. 	<ul style="list-style-type: none"> Initial discussions with local forums and tenant groups Priorities agreed with tenants Funds to be allocated throughout financial year based upon progress of Environmental programme
H&T Estates Improvement Budget	Tenants will identify and prioritise small scale improvement works to be undertaken across housing estates.	South Lanarkshire wide level	<ul style="list-style-type: none"> SLC tenants 	<ul style="list-style-type: none"> Consultation with tenants through Local Housing Forums and tenant representatives Estate walk-about involving staff and tenants Tenants will rank preferences and 	<ul style="list-style-type: none"> Initial discussions involving tenants on format and method Priorities agreed with tenants Funds to be allocated throughout financial year.

Area of Participatory Budgeting	Proposal	Geography	Consultees (e.g. stakeholders / CC / others)	Method	What needs to be done
				agree priorities for use of Estates Improvement budget.	
H&T Positive Communities/ Problem Solving Budget	Consultation with the community will inform the use of the Problem solving budget.	South Lanarkshire wide level	<ul style="list-style-type: none"> • South Lanarkshire residents • Community safety partner organisations 	<ul style="list-style-type: none"> • Consultation with all South Lanarkshire residents through online survey and face-to-face at community events across South Lanarkshire. • Projects developed by community safety partners to address priorities identified through SLC's anti-social behaviour consultation programme. 	<ul style="list-style-type: none"> • Consultation planned for summer • Budget allocated based on results of this

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Renewable Energy and Community Benefit Funds - COVID-19 Update and Review
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1. Purpose of Report

1.1 The purpose of the report is to:-

- ◆ Seek approval to increase the total funds to groups through the Community Benefit Funds: Renewable Energy Fund (REF) and Clyde Windfarm Fund by £200,000 to assist local communities' response and resilience to the COVID-19 crisis.

2. Recommendation(s)

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

- (1) that the additional funding allocation of £200,000 to support community organisations during the COVID-19 pandemic and discontinuation of those priority measures to new application from the Renewable Energy Fund (REF) and SSE Clyde Windfarm Fund, as set out in paragraphs 4.5 to 4.8, be approved.

3. Background

3.1 At the Executive Committee of 13 May 2020, the Committee homologated the decision taken by the Chief Executive under his delegated authority, in consultation with the Group Leaders, to make changes to the administration of the Renewable Energy Fund (REF) and Clyde Windfarm Fund.

3.2 The changes approved establishing two new funding priorities to support community organisations during COVID-19 period. The two priorities are:

Priority 1: Immediate Support Fund

Between £500 to £5,000 available to groups and organisations, including Community Councils, to deliver immediate assistance and relief due to COVID-19

Priority 2: 3rd Sector Resilience Fund

Between £500 to £10,000 available to constituted community groups, community based sports and cultural clubs and charitable organisations to relieve pressure through the loss of income or ongoing costs arising from COVID-19.

- 3.3 The new COVID-19 funding priorities were available from 24 April 2020 and were widely publicised through the Council's web site and social media and through direct e-mails to 3rd sector groups and partners.
- 3.4 The 13 May 2020 report identified an initial £600,000 of REF to be set aside for these measures, with £200,000 drawn down from the SSE Clyde Development Fund which would be available in areas out with the 10km REF eligibility boundaries. It was proposed the initiative would initially run to 31 July 2020 and then be reviewed, informed by the level of demand for the funds. As set out below, the level of interest in the fund has been such it is appropriate to bring forward that review hence this report to the Committee.

4. REF COVID-19 Update and Review

- 4.1 As at 5 June 2020, 96 applications (appendix 1) have been started on the Grantvisor system of which 49 have been completed and submitted. Of these, 19 have been approved and grant awarded. Of the 96 applications:
- 42 are seeking funding for priority 1 immediate response activity
 - 54 for priority 2 support of the 3rd sector.
- 4.2 The total potential grant value of the 96 applications, if all are completed, submitted and were awarded full grants would be £592,254, which would be close to the existing cap of £600,000. Of the 96 applications started, 35 are allocated to the Clyde Development Fund and these have a total grant value, if all approved, of £218,000 against an initial cap of £200,000 i.e. exceeding funding allocation by £18,000. There is a potential that not all applications will be fully completed and submitted or that applicants may request more or less than the initial funding indicated.
- 4.3 Applicants have been allowed to develop their applications, however, have been made aware the available funds are currently limited and not all applications may be successful in being awarded grants. Based on the applications submitted to date, there is a real prospect that there may not be sufficient funds allocated to make grant awards to all applicants and there are no funds available for any new applications.
- 4.4 The initial demand for the fund was very high at about 20 – 30 enquiries a week, however, the enquiries have reduced to between 5 – 10 a week. It is noted that no other publicity raising has been undertaken since the initial launch.
- 4.5 From the initial demand and the ongoing steady flow of applications, it is considered that there remains a demand and need for the funds, albeit not at the level of the initial launch.
- 4.6 There remains available funds within the REF and Clyde Community Fund of £2.5m and the SSE Clyde Development Fund of £287k. As such, there is scope to increase funding for COVID-19 response and at the same time maintain sufficient funds available for 'mainstream' projects.
- 4.7 It is considered that an increase of funding by £200,000, with £100,000 of this coming from the Clyde Development Fund, would be sufficient to meet current demands and applications over the next 2 months.

- 4.8 Based on the above, it is also proposed that priority measures should close to new applications once the total of £800,000 grant applications are within the system, divided between the £500,000 limit for the REF and the £300,000 limit from the Clyde Development Fund.
- 4.9 By undertaking this proposed proportionate increase, funds will remain available for community projects with £1 million available immediately for other community projects within the REF and £1.7 million within the Clyde Community and Development Fund.
- 5. Employee Implications**
- 5.1 Administering the funds is undertaken within Planning and Economic Development Services and the changes may increase the number of applications and workload. This can currently be resourced, however, the position will be monitored.
- 6. Financial Implications**
- 6.1 There are no financial implications to the Council. No funding offers are issued without income from the respective developments being in place. If funds are not increased as indicated above, some community groups may be rejected for funding support.
- 7. Climate Change, Sustainability and Environmental Implications**
- 7.1 The use of the funds as outlined would meet the requirements to maintain thriving sustainable communities.
- 8. Other Implications**
- 8.1 The actual need for each grants is assessed during their appraisal and going forward this will take into account the gradual lifting stages of the COVID-19 lockdown and assess the risk and need of each project.
- 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 in the development of the priorities with, Legal, Finance and the Community Engagement team. The Community Engagement team are consulted on the COVID-19 Immediate Support priority applications to ensure complementarily with local activity.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

9 June 2020

Link(s) to Council Values/Ambitions/Objectives

- Promote economic growth and tackling disadvantage
- Making communities safer and stronger and sustainable
- Focused on people and their needs
- Support our communities by tackling disadvantage and deprivation and supporting aspiration

Previous References

- Executive Committee Report – 13th May 2020 Renewable Energy and Community Benefit Funds - COVID-19

List of Background Papers

- **None**

Contact for Further Information

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

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Appendix 1 Full List of all applications

Organisation Name	Project	Organisation Town	COVID Fund	Grant value
Uddingston and Bothwell Action Group	Uddingston and Bothwell Action Group	Uddingston	Immediate Response	5000
Greyfriars Parish Church	Lanarkhelps	Lanark	Immediate Response	5000
Cambuslang out of school care project	Cambuslang out of school care project	Cambuslang	3rd Sector Resilience	4000
The Rural Development Trust	RDT COVID-19 Resilience	Rigside	3rd Sector Resilience	10000
Dalserf Bowling Club	Dalserf Bowling Club	Dalserf	3rd Sector Resilience	10000
Blackwood Homes & Care	CleverCogs	Blackwood	Immediate Response	3500
Carluke Primrose Orchestral Flutes	Carluke Primrose Orchestral Flutes - Annual Concert	Carluke	3rd Sector Resilience	1500
Scouts	Covid 19 continuation	East Kilbride	Immediate Response	500
4th Carluke Boys' Brigade	4th Carluke Boys' Brigade - Fundraising Quiz & April subs	Carluke	3rd Sector Resilience	770
Supporting our Community	Community Covid Support	Hamilton	Immediate Response	5000
Stonehouse Men's Shed	Stonehouse Men's Shed Furlough	Stonehouse	3rd Sector Resilience	2232
Coalburn Silver Band	Coalburn Silver Band - Renewable Energy COVID-19 3rd Sector Resilience Fund	Coalburn	3rd Sector Resilience	5000
Loaves and Fishes Food Bank East Kilbride	Supporting Vulnerable People in East Kilbride	East Kilbride	Immediate Response	700
112th Lanarkshire Scout Group	3rd Sector Resilience Fund - Missed Fundraising Event	Hamilton	Immediate Response	3000
Darcy's Equine Assisted Learning Centre CIC	Stable Future	East Kilbride	3rd Sector Resilience	8400
Share Alike	Share Alike - Community Foodbank	East Kilbride	Immediate Response	5000
SAVI Kids	SAVI Kids	East Kilbride	Immediate Response	8400
Shine Youth Music Theatre	Shine Youth Music Theatre	Carluke	3rd Sector Resilience	9200
Gillespie Centre	Gillespie Centre	Biggar	3rd Sector Resilience	10000
Samaritans of Lanarkshire	3rd Sector Resilience Fund	Hamilton	3rd Sector Resilience	2000
Lanark Community Development Trust	REF COVID RESPONSE	Lanark	3rd Sector Resilience	10000
Carnwath Bowling Club	Carnwath Bowling Club	Carnwath	3rd Sector Resilience	3000
Childcare in the Community	Childcare in the Community Out of School care	Hamilton	3rd Sector Resilience	10000
Coalburn Community Council	Community Council COVID -19 response	Coalburn	Immediate Response	5000

Organisation Name	Project	Organisation Town	COVID Fund	Grant value
Blantyre Youth Development Team	BYDT COVID 19	Blantyre	3rd Sector Resilience	8990
Abington Bowling Club	Abington Bowling Club	Abington	Immediate Response	1500
Coalburn Miners Welfare Bowling Club	Rescue Package	Lanarkshire	3rd Sector Resilience	10000
Coalburn Miners Welfare Charitable Society	COVID19-Assistance	Lanark	3rd Sector Resilience	10000
Healthy Valleys	Healthy Valleys Clydesdale Community COVID 19 Response	Lanark	3rd Sector Resilience	10000
Leadhills and Wanlockhead Railway	Covid 19 Grant	Leadhills	3rd Sector Resilience	5000
Crawfordjohn Public Hall Association	Covid-19 Crawfordjohn Hall revenue costs	Crawfordjohn	3rd Sector Resilience	5000
Blantyre Soccer Academy	Jimmy Whelan	Blantyre	Immediate Response	4500
Strathaven and Glassford Community Council	Community support across Strathaven and Glassford during COVID-19	Glassford	Immediate Response	5000
Leadhills Reading Society	Leadhills Heritage Trust Compensation Award	Leadhills	3rd Sector Resilience	1400
Lesmahagow Juniors Football Club	REF 3rd Sector Resilience Fund	Lesmahagow	3rd Sector Resilience	5000
Lanarkshire Association for Mental Health	Mental Health Support	Hamilton	Immediate Response	4628.4
Law Bowling Club	Law Bowling Club	Law	Immediate Response	8250
Whitlawburn Community Resource Centre	Whitlawburn Community Resource Centre	Whitlawburn	Immediate Response	2000
Lunar Gymnastics	Allison Canning	Lesmahagow	3rd Sector Resilience	10000
Hope Amplified	Community Empowerment Project	Cambuslang	Immediate Response	5000
Greyfriars Parish Church	Greyfriars Parish Church, Lanark	Lanark	3rd Sector Resilience	10000
Lanarkshire Community Foodbank Ltd	Lanarkshire Community Foodbank	Hamilton	Immediate Response	1600
Action for Children - Whole Systems Service	Whole Systems Service	Glasgow	Immediate Response	5000
Healthy Valleys	Healthy Valleys Covid Response	Lanark	Immediate Response	5000
Lanarkshire Association for Mental Health	Organisational Resilience	Hamilton	3rd Sector Resilience	7650
Strathaven Golf Club	Strathaven Golf Club - South Lanarkshire Community Benefit COVID 19 Grant	Strathaven	3rd Sector Resilience	10000
Particip8 Overton	Camglen Covid-19 Hub Foodbank Support	Rutherglen	Immediate Response	4000
PAMIS (Promoting A More Inclusive Society)	Callum's Caravan	Hamilton	3rd Sector Resilience	5004
Uddingston Bowling & Tennis Club	Ongoing revenue costs for Uddingston Tennis Club	Uddingston	3rd Sector Resilience	7500

Organisation Name	Project	Organisation Town	COVID Fund	Grant value
Impact Dance academy	Impact Dance academy	Carluke	3rd Sector Resilience	2000
Leadhills Golf Club	Funds to keep the golf club going due to lock down re coronavirus and loss of membership fees	Leadhills	3rd Sector Resilience	6000
Biggar Youth Project	Biggar Youth Project Covid-19	Biggar	3rd Sector Resilience	1050
Biggar Rugby Football Club	Covid 19 Survival	Biggar	3rd Sector Resilience	10000
REACH Lanarkshire Autism	Autism Fundraising Replacement	Cambuslang	3rd Sector Resilience	5000
Stonehouse Bowling Club	Stonehouse Bowling Club	Stonehouse	3rd Sector Resilience	5000
Blackwood and Kirkmuirhill Resilience Group	Blackwood and Kirkmuirhill Resilience Group	Kirkmuirhill	3rd Sector Resilience	4500
HALFWAY & DISTRICT BOWLING CLUB	COVER ONGOING REVENUE COSTS	Cambuslang	3rd Sector Resilience	10000
Castlehill Bowling Club	Castlehill Bowling Club	Carluke	3rd Sector Resilience	9000
The Miracle Foundation Scio	Mariam Tariq	Hamilton	Immediate Response	10000
Douglas Community Council	Douglas Community Council Covid-19 Response	Douglas	Immediate Response	5000
Liber8 (Lanarkshire) Ltd	Liber8's Counselling Service	Hamilton	Immediate Response	8200
The Haven (Caring Counselling Communication Centre)	The Haven (Wellbeing Support Service)	Blantyre	3rd Sector Resilience	10000
Stonehouse Community Council	Corona virus support	Stonehouse	Immediate Response	5000
Equitots Lanarkshire Community Interest Company	Covid19 Assistance	Carluke	3rd Sector Resilience	700
Agape Wellbeing	Agape Wellbeing	East Kilbride	Immediate Response	1500
Regenfx Youth Trust	Families Together Programme	Larkhall	Immediate Response	1000
Skills Exchange SCIO	Connecting Online	East Kilbride	Immediate Response	5330
Tinto P.S & N.C	Pupil Recovery Programme	Biggar	Immediate Response	9600
The Haven (Caring Counselling Communication Centre)	The Haven (Wellbeing Support Service)	Blantyre	Immediate Response	5000
New Lanark Trust	3rd Sector Resilience Fund	Lanark	3rd Sector Resilience	10000
Torrance House Golf Club	Torrance House Golf Club	East Kilbride	3rd Sector Resilience	15000
St Mary's For All SCIO	Virtual Connections	Hamilton	Immediate Response	9000
St Athanasius Community Hall Management Committee	St Athanasius Community Hall Utilities Funding	Carluke	Immediate Response	1000
Hamilton After School Project	Social Distancing	Hamilton	Immediate Response	9000

Organisation Name	Project	Organisation Town	COVID Fund	Grant value
COVEY Befriending	Community Volunteers Enabling You (COVEY Befriending)	Hamilton	Immediate Response	8650
TABS (The Acting Bairns of Stonehouse)	TABS	Stonehouse	3rd Sector Resilience	10000
Kirkton Parish Church	Children in Poverty Vouchers	Carluke	Immediate Response	5000
Biggar Little Festival	Biggar Little Festival 2020	Biggar	3rd Sector Resilience	10000
Forth & District Development Trust	Covid 19 Response	Forth	Immediate Response	2000
Lanark Area Tenants and Residents Association (LanTRA)	Keep Calm, Keep Connected	Lanark	Immediate Response	1500
Strathaven LTC	Preparing for return to play with Social Distancing	Strathaven	Immediate Response	6500
Overtoun Park Bowling Club	Survival of club	Overtoun	3rd Sector Resilience	6500
Outreach Community Church	OCC Resilience	Strathaven	3rd Sector Resilience	8000
Law Bowling Club	Bowling club financial aid	Carluke	3rd Sector Resilience	9500
Uddingston cricket and sports club	Uddingston Cricket and Sports Club	Uddingston	Immediate Response	7000
Older and Active in East Kilbride	Older and Active in East Kilbride	East Kilbride	3rd Sector Resilience	14000
Paradventures	Loan All Terrain wheelchairs to families	Lanark	3rd Sector Resilience	7500
Strathaven Rugby Football Club	Lost opportunities for fundraising due to Covid 19	Strathaven	3rd Sector Resilience	10000
Mobilize Music Project	Mobilize Music Project	East Kilbride	Immediate Response	1500
East Kilbride Citizens Advice Bureau	EKCAB	East Kilbride	Immediate Response	5000
Forth St Paul's Parish Church	Forth Community Project	Lanark	3rd Sector Resilience	6000
Older and Active in East Kilbride	Older and Active in East Kilbride	East Kilbride	3rd Sector Resilience	10000
Crawfordjohn Heritage Venture Trust	Revenue costs COVID-1	Crawfordjohn	3rd Sector Resilience	1500
Blantyre Community Council	Official Blantyre Corona Virus Support	Blantyre,	Immediate Response	5000
East Kilbride (and District) Gymnastics Club	East Kilbride (and District) Gymnastics Club	East Kilbride	3rd Sector Resilience	10000
Hollandbush Golf club	Loss of income covid-19	Lesmahagow	3rd Sector Resilience	10000

Report

16

Report to: **Executive Committee**
 Date of Meeting: **24 June 2020**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Family Leave for Elected Members - Councillor Hamilton**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Advise of arrangements in terms of family leave for Councillor Hamilton .

2. Recommendation(s)

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

- (1) that it be noted that Councillor Hamilton will commence her maternity leave from 13 August 2020;
- (2) that, on a temporary basis until her return on 11 February 2021, her place on the various committees, outside bodies etc, as detailed in paragraph 3.2, be filled by a member of the Labour Group; and
- (3) that authority be delegated to the Chief Executive, in consultation with the Business Manager of the Labour Group, to finalise those temporary memberships.

3. Background

3.1. The Council, at its meeting on 26 February 2020, approved, for implementation, the new Elected Members' Family Leave Guidance produced by COSLA.

3.2. Councillor Hamilton has advised the Council that she intends to take maternity leave from 13 August 2020 and arrangements require to be put in place, on a temporary basis until her return on 11 February 2021, to fill the various places she currently holds on the following committees etc:-

- Executive Committee
- Climate Change and Sustainability Committee
- Education Resources Committee
- Licensing Committee
- Planning Committee
- Appeals Panel
- Grievance and Disputes Panel
- Employee Issues Forum
- Rural Task Force
- Standards and Procedures Advisory Forum (substitute member)
- Tackling Poverty Working Group
- Lanarkshire Valuation Joint Board

- COSLA
- Education Appeals
- Licensing Division 1 (Clydesdale)
- South Lanarkshire Adoption and Fostering Panel

4. Employee Implications

4.1. There are no employee implications arising from this report.

5. Financial Implications

5.1. There are no financial implications associated with the proposals contained in this report.

6. Climate Change, Sustainability and Environmental Implications

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

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

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

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

Paul Manning

Executive Director (Finance and Corporate Resources)

11 June 2020

Link(s) to Council Objectives/Values/Ambitions

- ◆ Fair, Open and Sustainable
- ◆ Accountable, Effective, Efficient and Transparent

Previous References

South Lanarkshire Council of 28 February 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:-

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Report

17

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council Plan Connect 2017 to 2022: Quarter 4 Progress Report 2019-20
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1. Purpose of Report

1.1. The purpose of the report is to:-

- provide the Council Plan Connect Quarter 4 Progress Report 2019-20, for the period 1 April 2019 to 31 March 2020

2. Recommendations

2.1. The Committee is asked to note the following recommendations:-

- (1) that the Connect Quarter 4 Progress Report 2019-20, summarised at paragraph 4.6. and attached as Appendix 1 of this report, be noted;
- (2) that the key achievements, as detailed in paragraph 4.7. and 4.8. of this report, be noted;
- (3) that the additional scrutiny of changes in RAG status between Quarter 2 and Quarter 4, as summarised at paragraph 4.9. and detailed at Appendix 2 of this report, be noted; and
- (4) that this report be presented to the Performance and Review Scrutiny Forum on 29 September 2020 for noting.

3. Background

3.1. The Council Plan Connect covering the period 2017-22 was endorsed by the Executive Committee on 8 November 2017 and approved by the full council on 8 December 2017. The plan sets out the council's vision, values, ambitions and objectives for the five year period.

3.2. As part of the performance reporting arrangements introduced in 2007, it was agreed that progress reports on the Council Plan would be provided at the mid-year point (Quarter 2) and at the end of the financial year (Quarter 4). This report provides a summary of progress on Connect as at the end of Quarter 4, 31 March 2020, inclusive of Local Government Benchmarking Framework and other external indicators, as appropriate, and key internal performance measures.

4. Quarter 4 Progress 2019-20

4.1. The Council Plan offers flexibility, both at the Resource level and from one year to the next, in the choice of actions and measures required to deliver the council's objectives. Alongside this flexibility, however, comes the requirement to ensure that the golden thread from Council Plan to Resource Plan remains unbroken and that the reporting framework for Resource Plans also delivers full and appropriate reports for the Council Plan.

- 4.2. The reporting framework for the Council Plan identifies key measures within Resource Plans which are taken and combined in a Connect report to provide a balanced picture of council performance against Connect objectives.
- 4.3. The Council Plan is not prescriptive about the actions and measures to be used for reporting; rather, it is for each Resource to detail, through their Resource Plan, what actions they will take forward in support of the council's objectives and also, what measures they propose to use as indicators of progress.
- 4.4. A total of 583 measures have been identified within Resource Plans for 2019-20. Of those, 140 (24%) have been nominated as key measures for reporting progress against Connect.
- 4.5. Progress to date against all measures is contained in the Connect Quarter 4 Performance Report 2019-20, attached as Appendix 1. This report has been produced from the council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

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

- 4.6. To ensure adequate scrutiny of performance across all Resources, individual Resource Committees receive details of all 'red' measures relating to that Resource including management actions, where applicable. In addition, the council's Performance and Review Scrutiny Forum may consider those measures across all Resources reporting a 'red' and/or 'amber' status.

The overall summary of Connect progress to date (as at 30 April 2020) is as follows:

Status	Measures	
	Number	%
Green	106	76%
Amber	7	5%
Red	5	4%
Report later/Contextual	22	15%
Totals	140	100%

4.7. Progress for financial year 2019-20 on each of the 11 Connect objectives and the related achievements have been summarised in the following tables:

4.7.1.

Connect Objective: Improve later life					
Number of measures	Green	Amber	Red	Report later	Total
	5	1	0	2	8
Achievements	654 properties have been upgraded to meet the Scottish Government Amenity specification.				
	Over 1,650 adaptations have been completed in council and private homes allowing people to remain in their own home. All demand has been met and there is no waiting list for council adaptations.				
	100% of approved applications for adaptations were completed.				

4.7.2.

Connect Objective: Protect vulnerable children, young people and adults					
Number of measures	Green	Amber	Red	Report later	Total
	11	0	2	1	14
Achievements	The young carer's service continues to deliver on the Carer's Act: staff attended training on the young carer's grant and travel passes. This funding benefits young carer's by allowing them to take part in more opportunities, reducing isolation and enabling the development of social skills, self-esteem, resilience and self-efficacy.				
	As at 31 March 2020, there were a total of 759 looked after children. The balance of care being 90% in a Community setting and 10% in a residential setting. This is in line with the target and the Scottish average.				

4.7.3.

Connect Objective: Deliver better health and social care outcomes for all					
Number of measures	Green	Amber	Red	Report later	Total
	4	0	0	4	8
Achievements	492,000 nutritious, healthy breakfasts were served during 2019-20 as part of the council's new Breakfast Club Initiative. (Note: these figures are up to 20 March 2020 when schools were closed due to Covid-19).				
	Strategic Housing Investment Plan 2020-25 approved by Scottish Government and being progressed.				
	The IJB Directions focus on shifting the balance of care with new Commissioning Intentions detailed in the 2019-22 Strategic Commissioning Plan. Further directions were issued with regards to Carers, the modernisation of South Lanarkshire Care Facilities, the review of day opportunities and progress with the implementation of Self-Directed Support and improvement planning.				

4.7.4.

Connect Objective: Improve the availability, quality and access of housing					
Number of measures	Green	Amber	Red	Report later	Total
	8	0	0	0	8
Achievements	Annual housing land monitoring was carried out which shows that the five year housing land supply is being maintained.				
	To deliver an effective housing repairs and maintenance service, 96% of response repairs completed on time, against our target of 90%				
	476 new affordable homes delivered in partnership with our Registered Social Landlords				

4.7.5.

Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel					
Number of measures	Green	Amber	Red	Report later	Total
	6	4	0	0	10
Achievements	An external national survey indicates that 30.3% of our road network should be considered for treatment, compared to our current target of 31.2%. This continues a trend of year on year improvement since the commencement of the Roads Investment Plan. The Scottish average is 35.0%.				

4.7.6.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities					
Number of measures	Green	Amber	Red	Report later	Total
	23	2	0	6	31
Achievements	The Community Planning Partnership's first Annual Outcomes Report which outlines progress to date against the Community Plan 2017-2027 was published by the due date (30 September 2019).				
	The Council Food Strategy was developed and endorsed by Community and Enterprise Committee in November 2019 and approved by the Executive Committee in December 2019 and the action plan developed.				
	We set a target to reduce vehicle emissions by 10% in 2019-20 against the baseline of 2014-15. We exceeded this, achieving 13.3%. This was achieved through the procurement of efficient vehicles, the roll out and use of vehicle telematics and other initiatives designed to reduce fuel consumption including reduced engine idling.				
	We continue to reduce the reliance on single-use plastic items with the removal of many single-use plastic items from the procurement catalogues.				

4.7.7.

Connect Objective: Support the local economy by providing the right conditions for inclusive growth					
Number of measures	Green	Amber	Red	Report later	Total
	6	0	0	4	10
Achievements	As a direct result of business support interventions via grants, loans or advice to businesses, 943 jobs were created or sustained and additional sales of £11.91 million were generated.				
	The Community Benefit Funds have awarded £975,942 of grants through 95 applications, including £195,000 in awards to 39 Community Councils or community groups to deliver micro grants, which will fund activities and projects for community benefit, including educational, recreational, leisure and other community activities, or which improve the local environment.				

4.7.8.

Connect Objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration					
Number of measures	Green	Amber	Red	Report later	Total
	2	0	0	1	3
Achievements	During 2019-20 outcomes for people supported by local Money Matters teams were: Number of new cases: 6,450 Actual benefits £33,208,163 New debt dealt with £8,662,373 Number of people provided with advice: 6,535 (additional to new cases)				
	The South Lanarkshire Partnership Local Child Poverty Action Report was published ahead of the deadline in June. The report includes a range of actions including to increase income from employment, increase income from benefits and reduce living costs.				

4.7.9.

Connect Objective: Improve achievement, raise educational attainment and support lifelong learning					
Number of measures	Green	Amber	Red	Report later	Total
	16	0	0	1	17
Achievements	The annual report for the Children's Services Plan 2018-19 was published in September and submitted to the Scottish Government.				
	Over 300 pupils received an Achievement Award at the annual ceremony in June 2019.				

4.7.10.

Connect Objective: Ensure schools and other places of learning are inspirational					
Number of measures	Green	Amber	Red	Report later	Total
	9	0	0	1	10
Achievements	131 primary schools/nurseries completed to date. This completes a significant milestone in terms of modernising the whole of the school estate in South Lanarkshire.				
	The new Early Learning Unit in Hamilton which caters for young children aged 0-5 with special and complex needs, opened to children on 1 October 2019.				

4.7.11.

Connect Objective: Encourage participation in physical and cultural activities					
Number of measures	Green	Amber	Red	Report later	Total
	7	0	2	0	9
Achievements	A new school in Elsrickle with adaptations for community facilities was completed on schedule in August 2019, with community facilities available for use.				
	During 2019-20 there were 107,937 attendances by residents accessing South Lanarkshire Leisure and Culture health specific intervention programmes, to support equitable access for all. This exceeded the annual target of 94,000.				
	The number of environmental volunteer days has increased from below 2,000 last year to over 8,000 in the current year. This is largely because of new delivery partnerships working and the number of community group partners reporting their own volunteer efforts is increasing.				
	Hamilton Palace Grounds 3G pitch replacement was completed at end of September 2019.				

- 4.8. In addition to working towards the 11 Connect Objectives, 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. Progress on this and the related achievements have been summarised in the following table:

Delivering the Plan and achieving Best Value					
Number of measures	Green	Amber	Red	Report later	Total
	9	0	1	2	12
Achievements	Following submission of a positive set of 2018-19 Accounts to Audit Scotland in line with statutory timescales, the council received a clean audit certificate.				
	In the annual report to the council, the external auditor highlighted the annual governance statement as good practice, providing a comprehensive account of the council's governance arrangements.				
	The council set a balanced budget for financial year 2020-21				

- 4.9. Scrutiny of change in RAG status
A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. Of the 140 measures reported in the Connect progress report, 24 (17%) showed a changed in status between Quarter 2 and Quarter 4. 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 (9 measures) will be followed up and reported in the 2020-21 Quarter 2 progress report.

5. Employee Implications

- 5.1. The objectives noted within the Council Plan will inform the Resource Plans and in turn the Performance Appraisal process for individual employees.

6. Financial Implications

- 6.1. Provision for meeting the Council Plan's objectives is reflected in both the 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, sustainability or environmental implications arising from this report.

8. Other Implications

- 8.1 The Community Plan 2017-22 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.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1 Equality Impact Assessments will be undertaken in line with the various actions within Connect as appropriate.
- 9.2 Many of the ambitions, objectives and actions detailed within the plan reflect ongoing work programmes implemented to address local and national priorities. Extensive consultation, therefore, has already taken place in relation to a significant proportion of the objectives and actions outlined in the plan.

Paul Manning

Executive Director (Finance and Corporate Resources)

29 May 2020

Link(s) to Council Values/Ambitions/Objectives

The Council Plan 2017-22 reflects the overarching vision of South Lanarkshire Council and details its values, ambitions and objectives, including links to the Community Planning Partnership.

Previous References

Executive Committee 8 November 2017: approval of Council Plan Connect 2017-22

List of Background Papers

Council Plan Connect 2017-22

Contact for Further Information

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

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Performance: www.southlanarkshire.gov.uk/performance

South Lanarkshire Council

improve

Connect

Performance Report 2019-20

Quarter 4 : April 2019 - March 2020

How to use this performance report

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

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

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

Green Achieved, or due to achieve with no issues

Amber There may be problems or minor slippage

Red Not on course, major slippage anticipated

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

Develop a sustainable Council and communities

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

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

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

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

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

Council Objective / Theme	Green	Amber	Red	Report later / Contextual	Total
Improve later life	5	1		2	8
Protect vulnerable children, young people and adults	11		2	1	14
Deliver better health and social care outcomes for all	4			4	8
Improve the availability, quality and access of housing	8				8
Improve the road network, influence improvements in public transport and encourage active travel	6	4			10
Work with communities and partners to promote high quality, thriving and sustainable communities	23	2		6	31
Support the local economy by providing the right conditions for inclusive growth	6			4	10
Support our communities by tackling disadvantage and deprivation and supporting aspiration	2			1	3
Improve achievement, raise educational attainment and support lifelong learning	16			1	17
Ensure schools and other places of learning are inspirational	9			1	10
Encourage participation in physical and cultural activities	7		2		9
Delivering the plan and achieving best value	9		1	2	12
Total	106	7	5	22	140

Improve later life

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Increase supply of housing suitable for older people	Existing amenity properties and mainstream properties upgraded and converted to amenity per agreed programme (RP)	As of quarter 4, a total of 31 properties have been brought up to the amenity standard whilst void.	Green	---	---	---	---	---
Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services	Number of adaptations completed in Council homes	This measure is demand led.	Contextual	-----	848	1,126	976	979
	Number of approvals given for adaptations in private homes	There has been an significant increase in the volume of adaptations within this programme and the service is currently reviewing the actions required to accommodate this increase in demand.	Amber	900	807	576	507	552
	No of applications on waiting list for council adaptations	Target achieved	Green	0	0	0	0	0
	% of approved applications for adaptations completed in year (SSHC)	All adaptations were approved, this measure is demand led.	Contextual	-----	100.00%	99.14%	100.00%	93.00%
Continue to improve outcomes for people to live in their own homes and communities for as long as possible	Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	As at 31 March 2020, the proportion of all care at home provided was just over 29% or 1,066 people out of a total of 3,715 people were supported to remain at home receiving 10 hours or more of support. All those in receipt of 10 hours or more of home care were supported by external providers.	Green	-----	29%	-----	-----	-----
	Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	As at 31 March 2020, the proportion of all care at home provided was 53% or 23,759 hours out of a total of 44,659.66 hours were provided to support people to remain at home receiving 10 hours or more of support. All 23,759 hours of intensive home care packages were provided by external providers.	Green	-----	53%	-----	-----	-----

Improve later life

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	At the time of writing, all service areas are coping with the unprecented demands placed on them as a result of COVID-19 pandemic. It is anticipated that the work of the Day Services Review will be reported upon and an options appraisal presented later in the year. It is intended that evidence from the DSR will inform the future direction and development of Older People day care services going forwards.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the effective implementation of the Education Resources Literacy Guidance across the authority	Disseminate the literacy guidance document 'Identifying, understanding and addressing weak literacy skills and dyslexia' within South Lanarkshire' to all schools and services	<p>The guidance document 'Identifying, understanding and addressing weak literacy skills and dyslexia' has been disseminated to all Head Teachers and other key staff (Additional Support Needs Coordinators, literacy coordinators, Specialist Support Teachers) and is available online.</p> <p>Training has taken place and work has continued on the next stage of supporting the use of the guidance such as further drafts of parent leaflet, explanatory poster.</p> <p>Assessment tool for staff has been produced and further consultation is planned. A literacy consultation review to establish identification or otherwise of a pupil dyslexic profile is being prepared.</p>	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the Broad General Education of vulnerable young people and improve life chances through learning, personal development and active citizenship	Provide a range of blended learning opportunities to support learners to broaden their perspectives, through new experiences and thinking, to make informed decisions and to participate safely and effectively in groups	<p>During Quarter 4 a further 2,312 learners improved their social skills, 1,166 reduced risk related behaviour, and 1,224 improved their mental health and wellbeing.</p> <p>This was achieved by a broad range of Community Learning activity, delivered at times that suit learners such as evenings, weekends, and holiday periods where there is limited support elsewhere. A number of programmes are also developed with school and the blended learning approach is key to delivery within KEAR Campus. For example K-Active provides young people from KEAR Campus and its supporting bases with opportunities and skills to become sports coaches. The programme has a number of stages with the group currently on the delivery stage within primary schools. The 5 participants in the programmes are working towards achieving their SCQF level 4 sport leaders qualification . This unique opportunity allows young people to develop their coaching skills, confidence and experiences by leading fun games and sport specific sessions in primary schools, building on each individuals social, educational and personal development.</p>	Green	---	---	---	---	---
Contribute to effective joint working in protecting children and adults at risk of harm	Continue with an annual review and report on operation of Adult and Child protection procedures to Resource Management Team (RMT)	<p>Review of the current Adult and Child Protection procedures took place and areas for improvement identified.</p> <p>A number of key actions were identified and, along with an update on Resource activity over the last two years.</p>	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Ensure effective housing service contribution to Partnership approach to GIRFEC	Continue to deliver appropriate services for homeless children (RP)	Continue to ensure appropriate accommodation is available to homeless families, on-going work with partners to ensure broader health and wellbeing needs are understood and met for example IT project supplying tablet and wifi access to children affected by homelessness via RRTP funding to support learning and accessing on line supports.	Green	---	---	---	---	---
Improve support for looked after children	75% of children seen by a supervising officer within 15 days	To date, 90% of children were seen by a supervising officer within 15 days in 2019/20. In Quarter 4, 15 children were made subject to a Compulsory Supervision Order. Of these 14 children, 93% were seen within 15 days of the hearing date.	Green	75.0%	90.0%	100.0%	100.0%	93.0%
Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	75% of reports submitted to the Children's Reporter within 20 days	To date, 72% (335 out of 473) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. In Quarter 4, 75% (87 out of 117) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. This evidences an incremental improvement over time. Performance is being monitored by the Head of Children and Justice Services and Service Managers to ensure clear processes and systems are operating in localities prioritising these reports for submission.	Red	75.0%	71.0%	88.0%	75.0%	79.0%

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement the Corporate Parenting Strategy and Action Plan	Report the number of looked after children by placement type in order to compare home and community placements on a 6 monthly basis	As at 31 March 2020, there were a total of 759 looked after children. This is an increase of 69 children since 1 April 2019. The balance of care being 680 (90%) in a Community setting and 79 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.	Green	---	---	---	---	---
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	The Young Carer's service continues to complete statements and reviews of young carers. We have delivered a young carer's festival that took place at Fordell Firs in Fife-Scottish Scouting Headquarters. We have worked with colleagues within Burnbank Family Centre to deliver a parents group in order to better inform them of the impact of caring on their child's life and the break down and support the isolation that these parents are experiencing. We have organised for Columba 1400 to work with some of our young carers. This is part of their leadership programme and this investment will provide additional skills and knowledge. This in turn will help them to achieve better outcomes in line with their non-caring peers.	Green	---	---	---	---	---
	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	The contract for our Young Carer Support Service has been awarded to Action for Children, who already provide a similar service in a neighbouring local authority. Early engagement with the service provider has been hampered with the current COVID 19 situation. A letter has been drafted to the provider with an estimated service start date of early July.	Report Later	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Since 1 April 2019, there has been 939 Adult Protection Inquiries, 394 investigations and 17 Protection Plans progressed. Quarter 4 data shows the resource received 228 Adult Protection inquiries, carried out 99 Investigations which led to 3 Protection Plans being progressed.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Since 1 April 2019, there has been 1,953 AP Inquiries, 925 AP investigations and 19 Protection Plans carried out. Quarter 4 data shows the resource received 570 Adult Protection Inquiries, carried out 240 AP Investigations with 6 Protection Plans progressed.	Green	---	---	---	---	---
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there has been a total of 240 LA Guardianship visits undertaken with 93% (224) completed within timescale. Quarter 4 data shows a total of 51 visits with 88% (45) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Green	90%	93%	91%	94%	98%
	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time. Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Red	90%	86%	87%	91%	93%

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	During the fourth quarter of 2019/20 there were 198 referrals relating to 193 children received across the service. This brought the total referrals to date to 685 for the year. Neglect and emotional abuse have continually been the highest source of harm across the year, with neglect accounting for 31% of all referrals and emotional abuse for 32%.	Green	-----	685	712	754	690

Deliver better health and social care outcomes for all

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to provide nutritious school meals to South Lanarkshire Council pupils	Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	This data will provide a baseline for 2020-21	Contextual	-----	59.28%	-----	-----	-----
	Level of secondary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	This data will provide a baseline for 2020-21	Contextual	-----	47.33%	-----	-----	-----
	Number of breakfasts served in primary schools as part new Breakfast Club Initiative	There was a reduced number of trading days during quarter four due to the schools closing on 20 March as a result of Covid-19. This is the first year of this initiative and no target has been set as yet.	Contextual	-----	492,000	-----	-----	-----
	Number of lunches served in nursery schools as part of new Scottish Government Years Initiative	Due to current Covid-19 crisis, update is incomplete. This will be pursued and completed prior to presenting the report to Committee	Report Later	-----	-----	-----	-----	-----
Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	Implement Housing actions detailed in the Strategic Commissioning plan to help achieve priority outcomes for health and social care (RP)	Housing and Technical Resources continues to ensure climate change duties are incorporated into new or revised policies and strategies, this includes pre-screening for Strategic Environment Assessments.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the Integrated Joint Board (IJB) at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan. At the April 2019 IJB meeting a further direction was issued with regards to Carers. In the first 6 months of this year, several updates on Directions have been given to the IJB and Social Work Committee with regards to: 1)the modernisation of South Lanarkshire Care Facilities 2)the review of day opportunities 3)progress with the implementation of Self-Directed Support and improvement planning.	Green	---	---	---	---	---
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide updates on national strategies, e.g. See Hear, Mental Health	Progress continues to be made in relation to the See Hear Framework implementation. The Lanarkshire Mental Health & Wellbeing Strategy reflects the mental health and wellbeing needs of the population and sets out the mental health & wellbeing priorities for Lanarkshire organisations 2019-2024.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Work in partnership to support carers to continue in their caring role	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>In 2019-2020 there were 1080 new cases supported by dedicated Welfare Rights Officers.</p> <p>There were 273 new cases in the fourth quarter. During Q4 the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £29,498 Backdated benefits: £249,509 Annual benefits:£1,783,405</p> <p>In total for 19-20, the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £106,837 Backdated benefits: £920,109 Annual benefits:£6,475,633</p>	Green	-----	1,080	1,010	962	1,057

Improve the availability, quality and access of housing

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor Local Development Plan policies for supply of housing land	A minimum five year supply of housing land is maintained	Annual housing land monitoring was carried out in quarter one 2019/20. Analysis of the data was completed in October 2019 which shows that a five year housing land supply is being maintained. The 2020 monitoring is programmed to be carried out in quarter one of 2020-21 and assessment undertaken thereafter.	Green	---	---	---	---	---

Improve the availability, quality and access of housing

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP/SLP (RP)	During 2019/20 a total of 95 new/affordable homes have been delivered, comprising 60 open market purchase properties, 18 properties at Kirkton Street, Carluke and 17 properties at the former St. Leonard's Primary School, East Kilbride. During the last 3 months, site starts have commenced at Edinburgh Road, Biggar and due to start at the former Law Primary School site.	Green	---	---	---	---	---
	Work with key partners to ensure the delivery of targeted number of suitable new affordable housing.	Strategic Housing Investment Plan 2020-25 approved by Scottish Government and being progressed.	Green	---	---	---	---	---
Improve access to settled accommodation for homeless households	% of SLC lets to Urgent housing (UH) need households	Target achieved	Green	50.0%	52.4%	47.7%	48.6%	49.2%
Ensure all homeless applicants receive a fast, efficient, responsive service that meets their needs	% of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation (RP)	Target achieved	Green	98.0%	99.8%	99.4%	99.1%	99.4%
Improve tenancy sustainment	% of all new tenancies sustained for more than a year by source of let (SSHC)	Target achieved	Green	90.00%	90.08%	89.40%	90.20%	89.37%
Continue with the Council's Housing Options Service (Home Options)	Continue to deliver and further develop housing options with a focus on homeless prevention	The Integrated Home Options service continues to prevent homelessness, provide advice and assistance and outcomes are reported as part of Prevent 1 return.	Green	---	---	---	---	---
Continue to deliver an effective housing repairs and maintenance service	% of response repairs completed on time	Target achieved	Green	90.0%	96.0%	97.9%	98.3%	97.0%

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to undertake road and footway improvements	Percentage of the road network resurfaced within the financial year 2019-20	During quarter four, some progress was made which has allowed the Service to resurface 0.15% of the road network. However, given severe weather during February and the implications of Covid-19, we were unable to complete our overall programme meaning we just fell short of our annual target of 3.5%	Amber	3.5%	3.4%	4.8%	4.7%	3.7%
	Percentage of our road network that should be considered for maintenance	Emerging Society of Chief Officers of Transportation in Scotland (SCOTS) Road Condition Index (RCI) survey results for the period covering 2018 to 2020 indicate that 30.3% of our road network should be considered for treatment, compared to our current target of 31.2% which was based on previously available results. The Scottish average is 35.0%. This continues a trend of year on year improvement since the commencement of the Roads Investment Plan	Green	31.2%	30.3%	33.1%	31.8%	31.2%

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to undertake safety checks on bridges and implement a prioritised maintenance programme	Bridge improvement and maintainance projects delivered in line with agreed capital programme by March 2020	Replacement of C29 Clyde Bridge by Pettinain and Ponfeigh Bailey Bridge by Douglas Water – Systra Ltd commissions for design of replacement structures are ongoing. Design activity complete on both projects. Design checks and document reviews ongoing. Land acquisition negotiations with affected landowners ongoing. Acquisition complete for land requirement to north at Ponfeigh and approaching conclusion for land to south. Preparation of Compulsory Purchase Order (CPO) documents for outstanding land at both projects ongoing. Strengthening of retaining wall at Mousemill Road, Kirkfieldbank. Review of Options Appraisal prepared by Systra Ltd complete and design of optimum solution ongoing for delivery in quarter one of 2020-21. Containment upgrades at two locations complete. Repair and refurbishment of Tower Bridge by Rigside completed. Design work in-house for strengthening of Hapton Crag (Powmillion) Bridge complete. Assessment of three Network Rail Bridges under Bridgeguard three joint venture – commission awarded to Professional Services Framework supplier Systra Ltd following tender exercise in quarter one. Assessment work at two structures complete. Inspection for assessment at third structure aborted due to inclement weather. Inspection/assessment to be completed in 2020/21. Design of repair/strengthening arrangement for A706 Cleghorn Bridge – commission awarded to Professional Services Framework supplier Systra Ltd following tender exercise in quarter two. Design activity ongoing and	Green	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
		due for completion in quarter one of 2020/21.				---		
Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure delivered by March 2020 in line with available external and internal capital funding	<p>In order to reduce congestion two projects were taken forward.</p> <p>A traffic signal control system called SCOOT, which will involve in the upgrade/replacement of traffic signal equipment, was to be implemented on the Glasgow Road corridor in Cambuslang / Rutherglen. These works are delayed due to unforeseen circumstances involving utility apparatus that requires to be relocated and will be completed in the new financial year. To maximise expenditure traffic signal equipment has been purchased for future projects.</p> <p>A traffic modelling exercise was commissioned for Lanark. Traffic counts were completed in September and provided data for a new traffic model for the town. This involved the consideration of the Lanark Gyratory scheme identified in the Local Transport Strategy as well as other potential options. Modelling works are complete and a draft report is being reviewed.</p>	Amber	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Progress / deliver Greenhills Road major transport infrastructure project	Main line works on Greenhills Road and Strathaven Road are progressing well. Further delay in completion has been agreed with contractor. This is due to issues with Scottish Water's diversionary works at Strathaven Road delaying the retaining wall installation and consequently the completion of the project. Budget profile and scope of works have been altered to account for the change in costs due to the extension and additional works. Following guidance from National and Scottish Governments, the works have been suspended as of the 26 March 2020 due to Covid-19 emergency. This will incur additional time and cost and these are being reviewed	Green	---	---	---	---	---
	Progress Stewartfield Way major transport infrastructure project	The project is now going through further development taking into account : review of project costs, Green Book compliance, National Transport Strategy, consideration of community consultation and emerging climate emergency issues. A revised programme was presented / considered by the Council's Executive Committee and we are now working to this following approval by the Chief Executive under delegated powers in discussion with leaders of all political groups. The developed project and timelines will lead to accelerated spend from that previously presented.	Green	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure delivered by March 2020 in line with agreed Park and Ride Strategy and available external funding	<p>Planning consent was granted to allow the extension of the Park and Ride facilities at Carstairs Junction. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Third party land negotiations are complete to secure land for new Park and Ride facilities in Lanark however, due to the ongoing Covid-19 situation the process has not been able to be concluded as the Land Registry is closed.</p> <p>Negotiations were completed with the land purchased by the Council for a new Park and Ride in Cambuslang.</p> <p>Discussions with Strathclyde Partnership for Transport (SPT) have identified the upgrading of bus stop and shelter infrastructure on the Fernhill Road / Mill Street as well as the Burnside Road / Stonelaw Road corridors in Rutherglen. Works were issued and subsequently completed on the Fernhill and Mill Street corridor. In addition, the expansion of Real Time bus information has been completed at 4 locations.</p>	Amber	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Encourage active travel by extending our network of cycle routes	Walking and cycling projects / schemes delivered in line with agreed 2019-20 capital programme	<p>The Active Travel Study in the Cambuslang and Rutherglen area is complete. A consultant has been appointed to undertake studies for Carluke and Law area, Lanark and Hamilton. These are ongoing however, the Covid-19 situation has affected the consultation process. These studies are now programmed for completion early in the new financial year. The completed studies will include a proposed identified walking/ cycle network for the towns as well as identifying measures and initiatives to promote sustainable travel.</p> <p>The expansion of the cycle network in East Kilbride will continue following the conclusion of the Active Travel study in the town. The concept design of sections on Churchhill Avenue and towards East Kilbride Railway Station through to East Main Road are complete. The first phase of the route on West Mains Road / East Mains Road are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Cycle monitoring equipment as well as cycle shelters at various locations were identified and contracts issued for their installation. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p>	Amber	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver prioritised road safety infrastructure improvements and promote road safety	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	Provisional casualty figures are available for 2019 where there were 418 casualties. Of these, there were 13 fatal casualties, 95 serious casualties and 310 slight casualties. There were no child fatal casualties, 13 children seriously injured and 25 children slightly injured. The number of overall casualties has reduced since 2018 when there were 507 casualties. Of these, there were 14 fatalities, 56 serious casualties and 437 slight casualties. There was 1 child fatal casualty, 6 children seriously injured and 42 children slightly injured.	Green	-----	418	607	534	507

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Road safety projects / schemes progressed / delivered in line with agreed 2019-20 capital programme	<p>In order to reduce accidents on the road network a number of projects have been completed. These are listed below: -</p> <ol style="list-style-type: none"> 1) A73 / Station Road near Thankerton (mobile safety camera signing / high grip surfacing / lining). 2) A70 near Tarbrax (signing and high grip surfacing). 3) A73 March Bridge near Braidwood (road marking alteration) 4) Brownlee Road / Mauldslee Road near Law/Carluke (signing alterations) 5) A70 beyond Carnwath near the boundary (high grip surfacing) 6) B7086 Strathaven to Kirkmuirhill (high grip surfacing) 7) A70 near Glespin (additional slow road markings) 8) B7078 Canderside to Blackwood (lining and signing works) 9) Burnbank Road / Glasgow Road, Hamilton (high grip surfacing). 10) Newhousemill Bridge near East Kilbride (signing and high grip surfacing) 11) Calderwood Road / Graystone Avenue, Rutherglen (convert junction to mini roundabout. <p>Other projects include engineering measures at schools and speed limit initiatives as well as small signing and road marking schemes.</p>	Green	---	---	---	---	---

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives	Proposed Local Development Plan 2 submitted to Scottish Ministers by April 2019, with Examination Report containing recommendations submitted by Reporter to council in late 2019 (plan will be adopted thereafter)	Proposed South Lanarkshire Local Development Plan 2 was submitted for examination to the Scottish Ministers in April 2019. Three Reporters have been appointed to examine the proposed plan. The examination began at the start of October 2019 and is still ongoing. It is anticipated the Reporters recommendations will be made available in summer 2020.	Green	---	---	---	---	---
Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Completion of town centre audits, consultation and action plans for Cambuslang and Larkhall	Cambuslang audit, consultation and action plan completed Larkhall and Blantyre progressing with audit process completed and draft action plans prepared to go to consultation prior to Covid19 lockdown. All aspects of town centre strategies will be subject to review as we seek to establish the impact and outcomes of C19 and refocus support for town centres to aid recovery.	Green	---	---	---	---	---
Deliver Community Growth Areas City Deal project	Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	Progress on new housing development will be monitored as part of the 2020 Housing Land Audit which is programmed to be carried out in quarter one of 2020-21. This will be reported in future updates. Planning permission in principle for the East Kilbride Community Growth Area was granted in October 2019 following the conclusion of an associated legal agreement.	Green	---	---	---	---	---
Continue with physical regeneration work in priority areas	Continue the implementation of the master plan for regeneration in East Whitlawburn	Work commenced on new housing in September 2019. Good progress made with Phase 1 of the programme prior to site closure due to Covid-19.	Green	---	---	---	---	---
	Continue to develop and implement Sustainable Housing Plans in identified rural areas	Housing Plans continue to remain in place for each of the rural villages with quarterly updates to local communities.	Green	---	---	---	---	---

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Consumer Advice and Trading Standards Service	Percentage of door step crime reports receiving an initial response from Trading Standards by the end of the next working day	Three doorstep crime incidents have been reported and dealt with in quarter four (January - March 2020). 100% received an initial response within the targeted timescale. The year to date response rate is 100% and the target has been achieved.	Green	100%	100%	100%	100%	100%
Provide an effective and efficient street cleaning service	Percentage of streets found to be acceptable during survey (Local Environmental Audit and Management System street cleanliness score)	The quarter two score was 95.2% of streets were found to be acceptable, in quarter three the score is 96.5%, this gives a year to date score of 95.85% streets found to be acceptable, currently exceeding the target. The final independent validation completed by Keep Scotland Beautiful is now complete and we await the final score which will give the overall annual figure.	Green	95.50%	95.85%	96.32%	95.46%	94.90%
Provide an effective and efficient grounds maintenance service	Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service)	Scores this year were 71, 70, 72, 72, 72 and 76 which gives an average score of 72.	Green	72.0	72.0	74.0	72.8	71.5
Progress the council's sustainable development and climate change strategy within the council	New or ongoing sustainable development and climate change activity within the council (council level)	Sustainable development and climate change activity continues across the council, which included preparation for members awareness sessions on the new climate change targets and local action required to meet them and the preparation of a young person's conference on climate change.	Green	---	---	---	---	---
Ensure the development of a sustainable food system to overcome social, health, economic and environmental issues related to food	Council Food Strategy developed and approved by Community and Enterprise Committee by January 2020, with implementation commenced thereafter	The Council Food Strategy was developed and endorsed by Community and Enterprise Committee in November 2019 and approved by the Executive Committee in December 2019. The action plan for the 1st year of implementation has been developed with relevant services.	Green	---	---	---	---	---

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient household waste and recycling collection service	Percentage of total household waste that is recycled	<p>This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures are available (see right and commentary below), however 2019-20 figures will not be available until January 2021.</p> <p>2018-19 The percentage of total household waste that is recycled decreased in 2018-19 and was slightly lower than the Scottish average. When the new residual waste treatment contract was implemented, the council changed its focus to improving the quality of recyclable material collected at the kerbside instead of extracting low quality/low value material from residual waste. This resulted in lower recycling rates but the material that is collected for recycling has a higher value and viable end destinations. The council will continue to review its policies and practices in order to achieve the Government's recycling and composting target of 60% of household waste by 2020 and 70% by 2025.</p>	Report Later	47.3%	-----	53.0%	47.3%	44.3%
	Diversion of municipal waste from landfill	<p>During the period January to end of March 2020, 93.8% of the waste collected was thermally treated at the Dunbar Energy from Waste plant and therefore diverted from landfill. It should be highlighted however that the ash produced as a by-product of this process is still sent to landfill until SEPA approve its use in manufacturing. The year to date figure of 92% diversion excludes this landfill element for the moment.</p> <p>This represents a minor shortfall against target.</p>	Amber	95.0%	92.0%	-----	-----	-----

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects / studies progressed delivered by March 2020 in line with available capital / revenue funding	<p>Waterfoot Road, Thorntonhall: replacement of a collapsed culvert under Waterfoot Road and associated drainage improvements were completed in September 2019.</p> <p>Gilbertfield Road, Cambuslang: design of surface water pumping station and attenuation device was programmed to be complete by end of October 2019, however due to Consultant delays the tender package was not delivered until November 2019. A mini-tender exercise was undertaken in December 2019 and again in early 2020. The tender returns on both occasions were in excess of the available budget, therefore the scope of works was reduced and an interim drainage solution was implemented on site in March 2020.</p> <p>Programme of culvert maintenance: this is an ongoing programme of improvement works improve our network of culvert inlets and their surrounding areas in order to improve the safety of operatives maintaining these assets. Works carried out this year included the construction of suitable access paths, steps, fencing and handrails, and where necessary, the culvert inlet trash screens were repaired or replaced.</p>	Green	---	---	---	---	---
Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)	10% reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year)	<p>Carbon emissions for 2019-20 will be known after the year end and reported around July 2020.</p> <p>Early indications are that emissions will have again decreased throughout 2019-20.</p>	Report Later	8.0%	-----	7.8%	5.1%	5.5%

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to reducing the council's reliance on avoidable single-use plastic items	Demonstrate action to reduce the reliance of single-use plastic items across the council (council level)	Work to reduce the use of, and raise awareness of, single use plastics continues across the Council. Discussions have taken place to introduce the cup movement within Council coffee shops. The cup movement was developed by Keep Scotland Beautiful and was first launched in 2019 initially in the Glasgow City Region. The Council has signed up to join many other organisations across the City Region in the cup movement to reduce the use of paper cups, minimise litter from cups and facilitate paper cup recycling in a bid to reduce the environmental impact of single-use items. The cup movement facilities will be available in Council coffee shops in the new financial year.	Green	---	---	---	---	---
Deliver at least 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (council wide figure)	The 13.3% reduction in vehicle emissions is a direct consequence of the continued focus on reducing fuel consumption. The procurement of efficient vehicles, the roll out and use of vehicle telematics and other initiatives designed to reduce fuel consumption including reduced engine idling and improved utilisation have contributed to this measure's annual target being achieved.	Green	8.00%	13.30%	6.03%	10.50%	14.00%
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Council Resources engage with Community and Enterprise Resource's Fleet Services to develop service specific vehicle emissions reduction strategies in line with service delivery requirements (council wide)	Throughout the year the Fleet Manager has regularly met Resource representatives to support the development of strategies to further reduce fuel consumption and vehicle emissions. The roll out of the new telematics system has enabled representatives to target behaviours that waste fuel including excessive engine idling, speeding, harsh acceleration and braking.	Green	---	---	---	---	---

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Environmental Health service	Implement Air Quality Action Plan by March 2020	<p>The Service continues to work in partnership with Roads and Transportation colleagues to support a number projects that contribute to our air quality action plan. Due to Covid-19 however a number of projects have been put on hold and discussions are ongoing with Scottish Government regarding the longer term delivery impacts and options.</p> <p>Walking and cycling campaign continues, with a joint project with SLLC Active Schools Coordinators currently on hold.</p> <p>Beat the Street East Kilbride project was brought to an end early due to Covid-19. During the game more than 12,000 people from East Kilbride participated and together they walked, cycled, ran, scooted and wheeled 124,7665 miles. A tremendous achievement. The project has evolved into Beat the Bug with Dr William Bird, a GP and founder of the company able to give advice and guidance to the Beat the Street community through these challenging times.</p>	Green	---	---	---	---	---

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Environmental Health service	Broad compliance with food safety statutory requirements secured in premises	<p>The rating scheme used to determine broad compliance with food safety requirements in food businesses operating within South Lanarkshire and inspected by Environmental Services changed on 1 July 2019. The previous food law rating scheme focused on broad compliance with food hygiene requirements only, whereas the new scheme assesses overall compliance with both food hygiene and food standards legislation.</p> <p>Under the combined old and new food law rating schemes, 90% were found to be broadly compliant in the final quarter of 2019-20 (January - March 2020). This equates to 2,324 food businesses. Year to date, 87.9% were found to be broadly compliant with both food hygiene and food standards legislation.</p> <p>This compliance figure continues to exceed the annual target set for this measure, and has increased gradually over the current reporting year. This is due to the fact that the new food law rating scheme allows Local authorities to focus resources on high risk and non-compliant businesses by conducting more frequent inspections in these establishments. As the year has progressed more and more establishments considered high risk or found to be non-compliant under the previous rating scheme, have now moved over to the new food law rating scheme, where the numbers of premises considered to be broadly compliant with food law can be seen to be improving.</p>	Green	85.0%	87.9%	86.9%	85.8%	87.0%

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement Contaminated Land Strategy and vacant derelict / contaminated land programme	Implement the Contaminated Land Strategy for South Lanarkshire	<p>Work is ongoing on the implementation of the Contaminated Land Strategy. Larger projects underway include the remediation project within the Clyde Gateway area, as well as the regeneration of the former landfill site Glen Esk, East Kilbride into an urban park.</p> <p>Further investigative works have been undertaken to gather data on the condition of a number of historical landfill sites, with a view to supporting other departments should funding be secured for future regeneration of these sites.</p>	Green	---	---	---	---	---
Work with communities and partners to enhance community planning and service delivery	Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations. Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners	All work relating to Neighbourhood Planning has been temporarily suspended due to Covid-19.	Report Later	---	---	---	---	---
Continued implementation of the Local Housing Strategy (LHS) 2017-2022	Complete annual review and Monitor progress against LHS action plan	<p>The 2018/19 Annual Review of the South Lanarkshire Local Housing Strategy 2017-22 was completed and approved at Executive Committee on 4 December 2019.</p> <p>The review highlighted good progress against the 97 indicators within the LHS.</p> <p>The third annual review will be completed in 2020/21 and is scheduled to be reported to Executive Committee in November 2020.</p>	Green	---	---	---	---	---

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Monitor and report progress against Community Safety priorities including relevant parts of the SLCP	Partnership to demonstrate progress against Community Plan Community Safety priorities	Community Safety Priorities performance information incorporated into Community Plan Annual report, published in October 2019. Interim (6 months) performance measures report for 2019/20 developed for presentation to SSLB detailing progress against measures and initiatives to be presented at next meeting scheduled to take place in June 2020.	Green	---	---	---	---	---
Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan.	% reduction in energy consumption across the energy portfolio	Year end figures not available until mid to end July 2020.	Report Later	---	---	---	---	---
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of Q4 was: No of items – 2450 Cost of items - £239,168 Value of items - £244,881 Since April there has been a saving for the council of - £283,041	Green	-----	2,450	2,498	2,220	2,530
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	98% of clients are first seen within 2 working days of a DTTO commencing	In 2019/20 100% of clients were first seen within 2 working days of a DTTO commencing. In quarter 4 there were 5 Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing.	Green	98.0%	100.0%	100.0%	100.0%	93.0%
Support people affected by substance misuse	90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In 2019/20 there have been 606 referrals made to the service with 571 (94%) of cases have started their treatment within 3 weeks of referral. In Quarter 4 from 01 January 2020 to 31 March 2020 there were 111 referrals, 107 (96%) of these referrals started their treatment within 3 weeks of referral.	Green	90%	94%	100%	94%	93%

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

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve management of all offenders including high risk offenders	100% of Criminal Justice Social Work reports submitted to Court by the due date	In 2019/20 98% of Criminal Justice Social Work reports were submitted to Court by their due date. In quarter 4 there were 402 criminal justice social work reports submitted to the court of these reports 394 were submitted by the due date.	Amber	100.0%	98.0%	99.0%	99.0%	99.0%
Continue to improve energy efficiency of housing stock to help address fuel poverty.	% of Council stock meeting the SHQS (% of dwellings meeting SHQS) (LGBF)	Quarter 4 information not available until end April 2020.	Report Later	-----	-----	92.0%	92.1%	92.5%
	% of council dwellings that are Energy Efficiency Standard for Social Housing (EESH) (LGBF)	Quarter 4 information not available until end April 2020.	Report Later	-----	-----	86.10%	89.40%	91.10%
Continue to monitor the changes arising from the implementation of the Welfare reform Act 2012 including Universal credit	Continue to implement service action plan on welfare reform	UC annual report is scheduled to be reported to the Housing and Technical Resources Committee in September 2020.	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners	Complete midterm review of 'Promote' (the South Lanarkshire Economic Strategy) and action plan by February 2020	Review of strategy completed and final draft prepared and presented to Sustainable Economic Growth Board on 9 March for final comment and approval of partners. However, Covid-19 impacts will necessitate revisit of strategy and priorities and actions will require to be reconsidered in order to take account of impact of pandemic, review resources, objectives and actions post-lock down.	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force	Number of business support interventions per annum by Economic Development (grants, loans or advice)	Target achieved for 2019-20, however, this figure excludes the most recent Business Gateway figures from Dec 19 to March 20. This additional data is supplied by Business Gateway whose resources are currently focused in supporting response to Covid-19 and so data not currently available.	Green	1,500	1,562	1,879	1,637	1,791
	Number of jobs created or sustained per annum as a direct result of Economic Development intervention	237 jobs created or sustained during quarter four. Target exceeded for 2019-20.	Green	500	943	997	1,361	812
	Increased value of sales generated by businesses as a direct result of Economic Development intervention	Target achieved for 2019-20. Given recent economic impact of Covid-19 target will require to be reconsidered moving forward.	Green	£10.00m	£11.91m	£15.69m	£23.03m	£13.09m
	Maintain 3 year business survival rate	Due to current Covid-19 crisis, update is incomplete. This will be pursued and completed prior to presenting the report to Committee	Report Later	62.00%	-----	-----	-----	-----

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Oversee management of Supplier Development Programme including strategic development and delivery of events, training and e-commerce	<p>Supplier Development Programme (SDP) delivered the Annual Meet the Buyer event at Hampden Park on 13 November 2019 with in excess of 1,100 businesses attending and both public and private sector buyers represented with 71 stands. The second Annual Meet the Buyer North event in September, was held in Aviemore and had over 560+ attendees and 30 stands of public and private sector buyers.</p> <p>Regional events included TayCities' Meet the Public Sector Buyer which attracted 260 suppliers and Innovation in Scotland's Energy Storage Industry Supply, both held in Dundee. Free training events across the country included Tender Procedures, with Moray Council in Elgin; Finding and Understanding Framework Opportunities with Dumfries and Galloway Council; Improving Your Bid Score with City of Edinburgh Council and Introduction to Working with the Public Sector, delivered in partnership with Renfrewshire Council.</p> <p>89% of suppliers who attended SDP face-to-face events across Scotland are more likely to bid for public sector contracts as a direct result of the training they received.</p> <p>Year on year registrations of SMEs, supported businesses and third sector business on the SDP website has increased by 42% thus affording these businesses access to free tender training and connection to opportunities promoted through the SDP network</p>	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Develop and progress employability services focused on priority client groups and sectors	A minimum of 1,000 unemployed people supported via council operated employability programmes	Year end statistics are usually reported at the end of April to capture key performance information. However, this will be reported later as there is a requirement to ensure we capture all data as a result of Covid-19 for example, participant files will need to be accessed to ensure the total number of engagements are fully reported and that they are also compliant with funding requirements.	Report Later	1,000	-----	-----	-----	2,135
	A minimum of 400 unemployed people gain sustainable employment	This will be reported later to ensure we capture job outcomes that can be verified. Due to Covid-19 there is a high number of employers who have retracted employment offers therefore we will need to contact employers to verify employment status for some clients.	Report Later	400	-----	-----	-----	863
	A minimum of 200 unemployed people access further education or training	To be reported later to ensure we capture the total number accessing further education and employment.	Report Later	200	-----	-----	-----	501
Support the Community Asset transfer process, chairing the corporate working group	Twenty voluntary organisations supported through Community Asset Transfer process	There were 27 active organisations in the Community Asset Transfer process over the year ranging from initial enquiries to governance work and detailed business planning. Further meeting of the Community Asset Transfer Working Group held in February 2020 and all current projects reviewed for progress.	Green	20	27	-----	-----	-----

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	Community Planning Partnership Child Poverty Action Report to be published by June 2019	Report completed and published on schedule in June 2019.	Green	---	---	---	---	---

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to the tackling poverty agenda	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the Money Matters Advice Service on a quarterly basis	During 19/20, outcomes for people supported by the local Money Matters teams were: Number of new cases: 6450 Weekly benefits:£547,878 Backdated benefits: £4,718,507 Annual benefits: £33,208,163 New debt dealt with:£8,662,373 *Number of people provided with advice where issue was resolved at the initial contact: 6535 *this is additional to the number of new cases	Green	---	---	---	---	---
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities	All work relating to Community Planning has been temporarily suspended while the partners respond to Covid-19.	Report Later	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Ensure the highest quality of experiences for all learners by supporting the implementation of learning and teaching approaches and strategies to ensure that every child achieves the highest standards in literacy and numeracy	The 'Curriculum Folder' framework was launched to schools, with a section on Effective Learning, Teaching and Assessment included to support consistency in approach/shared advice across our schools, including an audit tool for developing effective learning, teaching and assessment rationales/policies. Play Based Development Officer has been working with 10 schools in an improvement group to develop an audit for schools. This will be shared at our PLAY (Play, Achieve, Learn Your Way) launch at the end of April. 'Improving Our Classroom' input for 23 practitioners, taking forward good quality learning, teaching and assessment via class-based improvement projects.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Percentage of primary school pupils (P1, P4, P7 combined) achieving expected Curriculum for Excellence levels in Literacy	This is a Local Government Benchmarking Framework (LGBF) indicator 2019/20 figures will be available in January 2021. The 2018/19 figure was slightly below the national figure of 72.3%.	Report Later	71.6%	-----	71.2%	72.0%	71.7%
	Percentage of secondary school pupils achieving expected Curriculum for Excellence levels in Literacy (S3, 3rd level or better)	The percentage of secondary school pupils achieving Curriculum for Excellence Level 3 or better in Literacy in S3 remained consistent and is above the national level of 87.9%.	Green	90.1%	93.2%	87.0%	90.0%	93.2%
Continue to achieve equity by 'closing the poverty related attainment gap' and meeting the aspirations of the Attainment Scotland Fund	Provide support to all schools participating in the Scottish Attainment Challenge (SAC) to meet the commitments set in SAC plans and to submit annual reports reflecting their progress to the Scottish Government	All 20 Scottish Attainment Challenge (SAC) schools have been supported to write their 2019-20 mid-year impact report, 2020-21 proposal and complete their end of financial year profile of spend. These were submitted to the Scottish Government in March 2020. Further school visits to SAC schools have been undertaken by Equity Lead Officer and Attainment Advisor for this period, to support the implementation of these schools' equity agendas.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Provide support to schools in effective use of Pupil Equity Funding to help close the poverty related attainment gap	Pupil Equity Fund (PEF) - an equity bullet 'PEF Post' continues to be issued termly to schools to update them on equity-related matters. @SLCAttainment Twitter feed continues to be utilised to share good practice across the authority. Equity Strategic Lead has undertaken a number of school visits to support schools in delivering the equity agenda. 2019-2020 mid-year impact PEF reports are being analysed; school-level feedback will be given to each school. Planned '#its SLC' showcase event postponed due to COVID-19 crisis, this will allow establishments across SLC to showcase their good practice along the themes of excellence, equity and empowerment. A small working group of Head Teachers has been established to look at how small allocations of PEF can be spent effectively for maximum impact. General equity support on procurement, finance, equity approaches, etc is on-going, and is given as required by schools. Audit of new equity promoted posts has been undertaken. Planning and reporting formats for PEF are being reviewed to reduce unnecessary bureaucracy.	Green	---	---	---	---	---
	100% of schools to include a 'Cost of the School Day' position statement in their 2019-20 handbook	96% of schools have Position Statements on Cost of the School Day. Position Statements from the remaining schools are expected before the end of the school session.	Green	100.0%	96.0%	-----	-----	-----
	Percentage of pupils achieving 1 or more awards at SCQF level 6 or above (on leaving school)	The percentage of pupils achieving 1 or more awards at SCQF level 6 or better on leaving school increased to 66.5% and is above the national level of 66.2%.	Green	65.9%	66.5%	65.4%	66.8%	65.6%

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Take forward key aspects of Curriculum for Excellence in all schools and establishments	Improve the effective use of Benchmarks to assess pupil learning	The use of National Benchmarks on the Experiences and Outcomes from Curriculum for Excellence continues to feature as a major part of moderation and other learning, teaching and assessment training to support the development of effective assessments and improve the robustness of teacher professional judgements.	Green	---	---	---	---	---
Progress the key themes of self-evaluation and leadership in all establishments and services	Provide support for establishments to engage in rigorous and robust self-evaluation using How Good is our School (4th Edition) which results in improved outcomes for learners	The Curriculum and Quality Improvement Service continue to provide support for establishments in using 'How Good is Our School' to achieve improved outcomes. Plans are in place to continue with the Validated Self Evaluation programme and discussions about what this will look like given current circumstances are currently in process.	Green	---	---	---	---	---
Progress leadership development at all levels, within schools and all learning establishments	Continue to develop leadership capacity through our programme of 'Professional Learning Trios'	The Head Teacher professional Learning Trios continue to support school improvement through local authority guided peer support and challenge. The professional dialogue and sharing practice which is afforded through this opportunity has been very well received. This work is currently progressing in an online platform with a view to continuing with this work during current circumstances.	Green	---	---	---	---	---
Progress the Scottish Government's commitment to increase nursery hours for three and four year olds and eligible 2 year olds by August 2020	Lead a range of consultation events to ensure the planning and delivery of flexible 1140 hours meets the future needs of children, families and communities for implementation over the period to August 2020	Completed and referenced in the report entitled 'Review of Admissions Policy for Early Learning and Childcare Establishments' at Education Resources Committee on 10th December 2019 and at Executive Committee on 29th January 2020.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Maintain the Children's Services Partnership commitment to implementing parts one and three of the Children and Young People's Scotland Act 2014	Publish a Children's Services Plan annual report by October 2019	The annual report for 2018-19 was published in August 2019 and the final report covering all three years of the Children's Services Plan 2017-20 is currently being developed. There may be a slight delay in the publication of this report due to a slower pace of responses from partners, as a result of the COVID-19 crisis.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver learning programmes to promote positive health and wellbeing	Number of Individuals and/or families that report improved confidence, self-esteem, health and wellbeing	<p>During Quarter 4 a further 3032 learners have improved their confidence and self esteem, 1224 have improved their mental health and wellbeing, and 1198 have improved their physical health and wellbeing. Currently measures are being put in place to ensure learners, and particularly young people, are still engaged with through the Covid-19 crisis such as social media and online platform. These are already proving to be very effective.</p> <p>In Quarter 4 a broad range of learning opportunities have led to these outcomes such as structured youth work targeted at vulnerable learners, activity within the awards network, and opportunities within the participation network. One emerging focus has been on young males suffering anxiety, depression, mental/physical health and social isolation by providing a safe space to talk and build on self-esteem, health and wellbeing and sign posting onto other groups or agencies as appropriate.</p> <p>Walking Football groups have been established with adults who wish to improve their health and wellbeing through participation.</p> <p>Caruke Having completed a Healthy Cooking on a Budget course, 11 adult learners improved their confidence and increased their levels of self –esteem. The course also had a positive impact on their mental health and general well being and social skills.</p>	Green	-----	14,593	-----	-----	-----

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Develop employability skills and sustained, positive school leaver destinations for all young people	Support establishments to take forward Developing Scotland's Young Workforce and improve outcomes for young people	Developing the Young Workforce (DYW) Depute Head Teacher leads meeting held throughout the academic year (October 2019 and March 2020) and the focus of these is the 3 documents that steer DYW in Scotland. These meeting as supported by Education Scotland, GATEWAY, Skills Development Scotland (SDS), and the DYW regional team. All relevant guidance and updates are shared at these meetings.	Green	---	---	---	---	---
	Continue to build and sustain strategic partnerships with local authorities, establishments, colleges and universities and business partners to widen the offer to young people in the Senior Phase	New contact has been established with City of Glasgow college and schools are taking up the additional senior phase offers for session 2020-2021. Widening Access is offered in all secondary schools by University of Glasgow and we also have a very successful Access to Engineering Academy with University of Strathclyde.	Green	---	---	---	---	---
Work with key partners to ensure that young people enter a positive and sustained destination	Maintain the percentage of young people entering and sustaining a positive destination	The School Leaver Destinations Return (SLDR) for pupils leaving school in 2018-2019 was published in February 2020. This year the South Lanarkshire SLDR rate decreased slightly from to 95.7% from a high of 96.4% the previous year. However, the Council achieved the target set and remains above the national level (95.0%) for the 5th consecutive year.	Green	94.4%	95.7%	94.0%	95.8%	96.4%
Work with key partners to ensure all care experienced young people are supported to achieve a positive post school destination	Continue to work with partners to effectively identify, track and deliver individualised employability support packages for care experienced young people	Meetings have taken place throughout 2019/20 to track the destinations of all care experienced young people. The 2019/20 School Leaver Destinations Return showed that 91% of care experienced school leavers moved to a positive destination, significantly above the national rate of 82%.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support learning and raise attainment through the use of digital technologies and the ICT infrastructure	Continue to support schools to implement national and local digital learning strategies in order to embed the use of digital technologies and lead to increased attainment	The South Lanarkshire Council (SLC) Certified Google Educator programme is progressing extremely well – 25 teachers are now Level 1 certified educators (October 2019), 22 of them have also secured Level 2 status (November 2019) and 15 SLC teachers are now fully Certified Google Trainers (January 2020); a further 5 are working towards achieving Certified Trainer status with applications pending with Google. The success achieved through the SLC programme has almost doubled the number of certified trainers across Scotland. Trainers will be used, in part, to support the development of digital skills within our 17 learning communities. The joint SLC/Education Scotland 'Using Digital Tools to Support Literacy' event attracted over 60 attendees and was rated highly positive by staff. A formal showcase event is being planned to raise awareness of the Digital Schools Award and to provide support to schools who have registered an interest but stalled in their progress towards achieving the award. This will be supported by colleagues from schools that have already achieved their award.	Green	---	---	---	---	---
Provide high quality continuous professional learning activities for practitioners (based on the needs identified in the CQIS audit) which equip staff to inspire learners, improve attainment and celebrate success	Continue to deliver a high quality programme of professional learning opportunities across a range of themes e.g. Learning and Teaching and the Curriculum	There are regular opportunities to engage in a wide range professional learning throughout the school year. Opportunities include external and internal input, sharing good practice from within the authority, guided networking and many more. On online website has been produced to signpost how staff working from home can access professional learning opportunities.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to develop the use of digital technology and the ICT infrastructure to support learning and raise attainment	Support the evolution of ICT use to enable it to become an increasingly transformational element of learning and teaching	Wireless refresh programme is now complete and a number of sites have invested in wireless expansion to maximise coverage throughout their school and to support increasing numbers of devices. Volumes of Chromebooks continue to grow and this continues to be an area of growth. With new Google trainers in place, planning is underway to grow the skills across the estate and exploit transformative technology in all areas. Unfortunately, a clear solution to deliver livestream learning has not yet been found and we continue to work with Education Scotland to look at solutions which may be delivered nationally.	Green	---	---	---	---	---
	Ensure that the ICT infrastructure is fit for purpose and supports the growing and evolving needs of learners and practitioners	Secondary Refresh 2.3 completed, November 2019 on target with over 1700 devices replaced. Primary, Additional Support Needs and Early Years refresh is now underway with 32 schools completed by the end of December 2019. This will deliver over 2300 contract stations plus school buys. 180 Wireless Access Points have also been refreshed in primary schools since August 2019, ensuring that the ICT infrastructure remains fully supportable and performant.	Green	---	---	---	---	---
Complete the Council's Schools Modernisation programme transforming the learning and teaching environment for all	Complete the building of new schools/establishments during 2019/20 to meet the target of modernising all 128 primary schools by June 2020 and any proposed new builds	The Primary School Modernisation programme is complete and there are now 128 primary schools in modernised accommodation.	Green	---	---	---	---	---
Complete the Council's Nursery Modernisation programme transforming the learning and teaching environment for all	Complete the build of the new Early Learning Unit to conclude the Council's nursery modernisation programme	The Early Learning Unit build is complete and has been occupied by staff and children since October 2019.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor the efficient use of the school estate and progress accommodation planning for housing and population growth	Take forward plans for planning consent to build a new primary school for the East Kilbride Community Growth Area	Planning permission has been granted to build a new primary school for the East Kilbride Community Growth Area.	Green	---	---	---	---	---
Lead Education Resources on supporting a coherent and evidence based response to the Scottish Government's suicide prevention agenda	Provide progress reports on the revision of documentation on Suicide Prevention to Education Management Team and the Children's Services Strategy group	Draft of Lifelines Lanarkshire circulated for consultation across agencies, and update provided to Head of Education (Inclusion). The collation of feedback from the Children's Services Strategy Group, the Child Protection Committee, an Education Resources reference group and from other agencies has been paused due to meeting cancellations and in light of school closures and social distancing measures, but remains a priority.	Green	---	---	---	---	---
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Quarter 4 information not available until end May 2020.	Report Later	---	---	---	---	---
	Primary Schools Modernisation Programme - Completion of Primary School Programme - Support for Early Years Programme - Growth and Capacities Programme	131 Primary Schools/ Nurseries complete	Green	---	---	---	---	---

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide new or refurbished community facilities	Progress / complete development of community facilities by March 2020, including: refurbishment of Springhall Community Hall which incorporates relocation of Cathkin Library; upgrade to Tom Craig Centre, Law; progressing community facilities within new build Primary School at Elsrickle; and upgrade of at least one synthetic pitch	<p>Springhall Hall refurbishment and replacement library project commenced on site at the end of May 2019. The project is complete and should open in line with other facilities re-opening after IT set up and fit out is complete.</p> <p>Assessments and design work complete to upgrade Tom Craig Centre in Law. Project is out to tender.</p> <p>A new school in Elsrickle with adaptations for community facilities completed on schedule in August 2019. The school is in operation and community facilities available for use.</p> <p>Hamilton Palace Grounds 3G pitch replacement was completed at end of September 2019.</p>	Green	---	---	---	---	---
Maximise the number of attendances at leisure facilities	Number of attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	Target would have been exceeded had it not been for the closure on 18 March 2020 due to Covid-19. This has had a significant impact on attendance rates.	Red	3.004m	2.839m	2.992m	2.965m	3.004m
Maximise the number of attendances at cultural activities	Number of attendances at facilities managed by Cultural Services and the Libraries and Museum Services	Exceeded the target despite the closure on 18 March 2020 due to Covid-19. This is primarily as a result of library virtual visits	Green	3.372m	3.392m	-----	3.419m	3.372m
Deliver activity programmes which will support equitable access for all, including older people and under 16s groups	Number of under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities (including halls, school lets, outdoor and indoor leisure)	Closure of SLLC facilities due to Covid-19 on 18 March 2020 has had a negative impact on attendance rates.	Red	964,805	897,466	876,690	881,965	964,805
	Number of over 60's attendances by residents using South Lanarkshire leisure facilities	We were ahead of target throughout the year however the extent of the achievement was reduced because of closure on 18 March 2020 due to Covid-19	Green	504,160	515,721	433,099	465,870	504,160
Deliver health specific intervention programmes which will support equitable access for all	Number of attendances by residents accessing SLLC health specific intervention programmes	<p>The programmes continue to increase and were ahead of target throughout the year.</p> <p>Overall target was exceeded despite the closure on 18 March 2020 due to Covid-19.</p>	Green	94,840	107,937	-----	-----	94,840

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve wellbeing outcomes for children and families and getting it right for every child	Continue to provide a range of supports to all establishments to embed Health and Wellbeing in the curriculum	The Glow Health and Wellbeing tile has been updated with resources and weblinks to support curriculum delivery. There are working groups on-going with NHS colleagues to evaluate the Healthy Schools resource.	Green	---	---	---	---	---
Continue to develop new approaches to ensure high quality Physical Education in establishments	Continue to deliver a range of professional programmes for practitioners, with partners, focused on the quality of provision of Physical Education	Partnership working with South Lanarkshire Leisure and Culture colleagues is ongoing to identify and meet Career Long Professional Learning needs. Primary Dance, Netball, Volleyball and Fun Fitness events are underway to support teachers in their delivery of Physical Education.	Green	---	---	---	---	---

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Promote the development of the right range of skills, qualifications and achievements to enable all learners to succeed	Develop the skills of young people in instrumental music tuition through the Youth Music Initiative	During 2019/20 there has been an ongoing rise in Youth Music Initiative instrumental music tuition and music-making opportunities for children and young people in South Lanarkshire, including: approximately 7000 young people taking part in school-based musical learning and significant representation from South Lanarkshire Council pupils in national ensembles; over 1,000 primary children have completed a 20 week practical music making project; primary instrumentalists have taken part in school assemblies, concerts, inter-disciplinary learning events as well as community-based performances at Care Homes and Church Services; 11 school rock and pop bands took part in the annual Battle of the Bands competition where the Instrumental Music Service introduced a Career's Corner; the South Lanarkshire Schools' Big Band, and over 50 pupils from St Bride's PS Cambuslang, performed to a sold audience at the Rutherglen Town Hall; many pupils successfully auditioned for the National Youth Choir of Scotland, West of Scotland Schools Orchestra as well as numerous successful entries to colleges and universities to continue the study of music and instrumental studies.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver a core Finance function that meets the requirements of the council and external stakeholders	Percentage of invoices sampled that were paid within 30 days - target 92.5%	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures were published in January 2020. The latest LGBF results for the current year are due to be published in January 2021.	Report Later	92.5%	-----	94.5%	95.0%	92.1%
Prepare Annual Report and Accounts	Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September	The Accounts for the council and all related/ supported bodies were complete by 30 June 2019. The audit of the Accounts was complete by end September 2019 and all bodies received a clean audit certificate.	Green	---	---	---	---	---
Provide support to elected members	Deliver training identified following training needs analysis by target date agreed with members. Monitor and evaluate the delivery and attendance and report bi-annually	Training needs analysis completed and a range of learning and development opportunities identified, taking account of group and individual needs, and preferences for learning. During Q1-Q4 Elected Members filled 370 places at a variety Learning and Development events. Bi Annual Report completed on 6 March 2020.	Green	---	---	---	---	---
Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Update 2020-21 financial strategy by summer 2019	An update to the 2020-21 Budget Strategy was presented to Executive Committee in June 2019. This was updated and presented to members at a seminar in November and then to Executive Committee in December 2019, along with budget savings proposals. It was further reviewed as required, as the budget process continued, culminating in the budget being set in February 2020.	Green	---	---	---	---	---
Communicate our IT vision, values and policies	IT Services will regularly report progress on the council's priority ICT projects	Quarterly updates presented to Corporate Management Team.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement effective Best Value Management arrangements to ensure continuous improvement and efficient and effective service delivery	Progress actions arising from BVAR 2019 within agreed timescales	An action plan addressing the recommendations within the BVAR was presented to the meeting of the Council on 26 June 2019. The action plan has been loaded onto the council's Figtree system for monitoring audit actions. Regular monitoring reports are taken to CMT and a progress report was presented to the Performance and Review Scrutiny Forum on 18 February 2020. The outcome of key actions will be reported to Elected Members through relevant Committees as appropriate.	Green	---	---	---	---	---
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	All returns due in for the period have been submitted within timescales .	Green	---	---	---	---	---
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Labour turnover rate to be contained at 5% or less (council-wide)	At the end of Quarter 4 the Council wide labour turnover rate was 4.3%. This represents an increase of 0.9% when compared with Quarter 3 (3.4%).	Green	5.0%	4.3%	3.0%	4.8%	4.6%
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide)	At the end of Q4 the council-wide completion rate was 51%. This represents a decrease of 1% when compared with Q3. Personnel Services issued a Management Bulletin containing guidance on the process and how to record PDR's on People Connect. Personnel Services also issued regular reminder emails directly to managers with outstanding appraisals. Updates on non completion were sent to Resource Management Teams via the HR Business Partners.	Red	100.0%	51.0%	87.6%	90.5%	88.0%

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Work towards the 2020 accredited review of Investors in People to achieve gold status	The liP interim report was presented to CMT on 19 March 2020. The interim report identifies a number of areas of improvement which require specific actions to improve the current position which remains at a silver rating. All Resource liP Action Plans to be updated by liP representatives by end April 2020, subject to Covid-19 commitments.	Report Later	---	---	---	---	---
Ensure high standards of governance are being exercised	Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	In this quarter the risk register has been reviewed in light of the performance of one of our registered care at home services. Corporate Resources have also issued the 2020/21 timetable for Top Risks and Resource Risk Register Review which will commence on 1 April 2020.	Green	---	---	---	---	---
Ensure monitoring, compliance and control of externally purchased services	Report on annual care inspectorate evaluations of our 42 registered services	Most of our externally purchased services continue to perform at a good or above level. In this Quarter 4, the Care Inspectorate has reduced its inspection footfall. At the time of writing, all registered care service are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Green	---	---	---	---	---

Improve later life**Connect Measures**

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services	Number of approvals given for adaptations in private homes	Green	There has been an significant increase in the volume of adaptations within this programme and the service is currently reviewing the actions required to accommodate this increase in demand.	Amber

Protect vulnerable children, young people and adults

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Work in partnership to resource carers appropriately in their caring role	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	Green	<p>The contract for our Young Carer Support Service has been awarded to Action for Children, who already provide a similar service in a neighbouring local authority.</p> <p>Early engagement with the service provider has been hampered with the current COVID 19 situation.</p> <p>A letter has been drafted to the provider with an estimated service start date of early July.</p>	Report Later
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Amber	<p>To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time.</p> <p>Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.</p>	Red

Deliver better health and social care outcomes for all

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Continue to provide nutritious school meals to South Lanarkshire Council pupils	Number of lunches served in nursery schools as part of new Scottish Government Years Initiative	Contextual	Due to current Covid-19 crisis, update is incomplete. This will be pursued and completed prior to presenting the report to Committee.	Report Later

Improve the road network, influence improvements in public transport and encourage active travel

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Continue to undertake road and footway improvements	Percentage of the road network resurfaced within the financial year 2019-20	Green	During quarter four, some progress was made which has allowed the Service to resurface 0.15% of the road network. However, given severe weather during February and the implications of Covid-19, we were unable to complete our overall programme meaning we just fell short of our annual target of 3.5%.	Amber
	Percentage of our road network that should be considered for maintenance	Report Later	Emerging Society of Chief Officers of Transportation in Scotland (SCOTS) Road Condition Index (RCI) survey results for the period covering 2018 to 2020 indicate that 30.3% of our road network should be considered for treatment, compared to our current target of 31.2% which was based on previously available results. The Scottish average is 35.0%. This continues a trend of year on year improvement since the commencement of the Roads Investment Plan	Green

Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure delivered by March 2020 in line with available external and internal capital funding	Green	<p>In order to reduce congestion two projects were taken forward.</p> <p>A traffic signal control system called SCOOT, which will involve in the upgrade/replacement of traffic signal equipment, was to be implemented on the Glasgow Road corridor in Cambuslang / Rutherglen. These works are delayed due to unforeseen circumstances involving utility apparatus that requires to be relocated and will be completed in the new financial year. To maximise expenditure traffic signal equipment has been purchased for future projects.</p> <p>A traffic modelling exercise was commissioned for Lanark. Traffic counts were completed in September and provided data for a new traffic model for the town. This involved the consideration of the Lanark Gyratory scheme identified in the Local Transport Strategy as well as other potential options. Modelling works are complete and a draft report is being reviewed.</p>	Amber
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Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure delivered by March 2020 in line with agreed Park and Ride Strategy and available external funding	Green	<p>Planning consent was granted to allow the extension of the Park and Ride facilities at Carstairs Junction. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Third party land negotiations are complete to secure land for new Park and Ride facilities in Lanark however, due to the ongoing Covid-19 situation the process has not been able to be concluded as the Land Registry is closed.</p> <p>Negotiations were completed with the land purchased by the Council for a new Park and Ride in Cambuslang.</p> <p>Discussions with Strathclyde Partnership for Transport (SPT) have identified the upgrading of bus stop and shelter infrastructure on the Fernhill Road / Mill Street as well as the Burnside Road / Stonelaw Road corridors in Rutherglen. Works were issued and subsequently completed on the Fernhill and Mill Street corridor. In addition, the expansion of Real Time bus information has been completed at 4 locations.</p>	Amber
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Encourage active travel by extending our network of cycle routes	Walking and cycling projects / schemes delivered in line with agreed 2019-20 capital programme	Green	<p>The Active Travel Study in the Cambuslang and Rutherglen area is complete. A consultant has been appointed to undertake studies for Carluke and Law area, Lanark and Hamilton. These are ongoing however, the Covid-19 situation has affected the consultation process. These studies are now programmed for completion early in the new financial year. The completed studies will include a proposed identified walking/ cycle network for the towns as well as identifying measures and initiatives to promote sustainable travel.</p> <p>The expansion of the cycle network in East Kilbride will continue following the conclusion of the Active Travel study in the town. The concept design of sections on Churchhill Avenue and towards East Kilbride Railway Station through to East Main Road are complete. The first phase of the route on West Mains Road / East Mains Road are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Cycle monitoring equipment as well as cycle shelters at various locations were identified and contracts issued for their installation. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p>	Amber
Deliver prioritised road safety infrastructure improvements and promote road safety	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	Contextual	<p>Provisional casualty figures are available for 2019 where there were 418 casualties. Of these, there were 13 fatal casualties, 95 serious casualties and 310 slight casualties. There were no child fatal casualties, 13 children seriously injured and 25 children slightly injured.</p> <p>The number of overall casualties has reduced since 2018 when there were 507 casualties. Of these, there were 14 fatalities, 56 serious casualties and 437 slight casualties. There was 1 child fatal casualty, 6 children seriously injured and 42 children slightly injured.</p>	Green

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

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Provide an effective and efficient grounds maintenance service	Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service)	Amber	Scores this year were 71, 70, 72, 72, 72 and 76 which gives an average score of 72.	Green
Work with communities and partners to enhance community planning and service delivery	Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations. Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners	Green	All work relating to Neighbourhood Planning has been temporarily suspended due to Covid-19.	Report Later

Support the local economy by providing the right conditions for inclusive growth

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Develop and progress employability services focused on priority client groups and sectors	A minimum of 1,000 unemployed people supported via council operated employability programmes	Green	Year end statistics are usually reported at the end of April to capture key performance information. However, this will be reported later as there is a requirement to ensure we capture all data as a result of Covid-19 for example, participant files will need to be accessed to ensure the total number of engagements are fully reported and that they are also compliant with funding requirements.	Report Later
	A minimum of 400 unemployed people gain sustainable employment	Green	This will be reported later to ensure we capture job outcomes that can be verified. Due to Covid-19 there is a high number of employers who have retracted employment offers therefore we will need to contact employers to verify employment status for some clients.	Report Later
	A minimum of 200 unemployed people access further education or training	Green	To be reported later to ensure we capture the total number accessing further education and employment.	Report Later

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities	Green	All work relating to Community Planning has been temporarily suspended while the partners respond to Covid-19.	Report Later

Improve achievement, raise educational attainment and support lifelong learning

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Percentage of secondary school pupils achieving expected Curriculum for Excellence levels in Literacy (S3, 3rd level or better)	Report Later	The percentage of secondary school pupils achieving Curriculum for Excellence Level 3 or better in Literacy in S3 remained consistent and is above the national level of 87.9%.	Green
Continue to achieve equity by 'closing the poverty related attainment gap' and meeting the aspirations of the Attainment Scotland Fund	Percentage of pupils achieving 1 or more awards at SCQF level 6 or above (on leaving school)	Report Later	The percentage of pupils achieving 1 or more awards at SCQF level 6 or better on leaving school increased to 66.5% and is above the national level of 66.2%.	Green
Work with key partners to ensure that young people enter a positive and sustained destination	Maintain the percentage of young people entering and sustaining a positive destination	Report Later	The School Leaver Destinations Return (SLDR) for pupils leaving school in 2018-2019 was published in February 2020. This year the South Lanarkshire SLDR rate decreased slightly from to 95.7% from a high of 96.4% the previous year. However, the Council achieved the target set and remains above the national level (95.0%) for the 5th consecutive year.	Green

Ensure schools and other places of learning are inspirational

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Green	Quarter 4 information not available until end May 2020.	Report Later

Encourage participation in physical and cultural activities

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Maximise the number of attendances at leisure facilities	Number of attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	Green	Target would have been exceeded had it not been for the closure on 18 March 2020 due to Covid-19. This has had a significant impact on attendance rates.	Red
Deliver activity programmes which will support equitable access for all, including older people and under 16s groups	Number of under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities (including halls, school lets, outdoor and indoor leisure)	Green	Closure of SLLC facilities due to Covid-19 on 18 March 2020 has had a negative impact on attendance rates.	Red

Delivering the plan and achieving best value

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Deliver a core Finance function that meets the requirements of the council and external stakeholders	Percentage of invoices sampled that were paid within 30 days - target 92.5%	Amber	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures were published in January 2020. The latest LGBF results for the current year are due to be published in January 2021.	Report Later
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide)	Amber	At the end of Q4 the council-wide completion rate was 51%. This represents a decrease of 1% when compared with Q3. Personnel Services issued a Management Bulletin containing guidance on the process and how to record PDR's on People Connect. Personnel Services also issued regular reminder emails directly to managers with outstanding appraisals. Updates on non completion were sent to Resource Management Teams via the HR Business Partners.	Red

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