



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 30 November 2020

Dear Councillor

## **Performance and Review Scrutiny Forum**

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

**Date:** Tuesday, 08 December 2020

**Time:** 09:30

**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), Alex Allison, Robert Brown, Maureen Chalmers, Gerry Convery, Peter Craig, Maureen Devlin, Joe Fagan, Katy Loudon, Jared Wark

### **Substitutes**

John Anderson, Stephanie Callaghan, Ann Le Blond, Eileen Logan, Monique McAdams, Mark McGeever, Richard Nelson

## BUSINESS

### 1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 3 - 6  
Minutes of the meeting of the Performance and Review Scrutiny Forum held on 29 September 2020 submitted for approval as a correct record. (Copy attached)

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### Item(s) for Consideration

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- 3 **Council Plan Connect 2017 to 2022 - Quarter 2 Progress Report 2020/2021** 7 - 48  
Report dated 12 November 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Audit Scotland Report - Local Government in Scotland Overview 2020** 49 - 56  
Report dated 4 November 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Dundee City Council and Aberdeenshire Council Best Value Assurance Reports (BVAR) Published by the Accounts Commission** 57 - 62  
Report dated 4 November 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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### Urgent Business

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

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

Clerk Name: Stuart McLeod

Clerk Telephone: 01698 454815

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

## PERFORMANCE AND REVIEW SCRUTINY FORUM

2

Minutes of meeting held via Microsoft Teams and in Committee Room 1, Council Offices, Almada Street, Hamilton on 29 September 2020

### **Chair:**

Councillor John Ross

### **Councillors Present:**

Councillor Alex Allison, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Peter Craig, Councillor Joe Fagan, Councillor Katy Loudon, Councillor Jared Wark

### **Councillors' Apologies:**

Councillor Robert Brown, Councillor Maureen Devlin

### **Attending:**

#### **Chief Executive's Service**

C Sneddon, Chief Executive

#### **Community and Enterprise Resources**

S Clelland, Head of Fleet and Environmental Services; P Elliott, Head of Planning and Economic Development; I Guild, Grounds Manager; G Mackay, Head of Roads and Transportation Services; G Simpson, Development Adviser

#### **Education Resources**

D Dickson, Education Operations Manager

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

P Manning, Executive Director; T Little, Head of Communications and Strategy; S McLeod, Administration Officer; N Reid, Improvement and Community Planning Manager

#### **Housing and Technical Resources**

L Hayes, Performance and Support Adviser

#### **Social Work Resources**

M Kane, Service Development Services Manager

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### **1 Declaration of Interests**

No interests were declared.

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

The minutes of the meeting of the Performance and Review Scrutiny Forum held on 18 February 2020 were submitted for approval as a correct record.

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

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### **3 Council Plan 'Connect' 2017 to 2022 – Quarter 4 Progress Report 2019/2020**

A report dated 31 August 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the progress of 'Connect', the Council Plan 2017 to 2022, at the Quarter 4 Stage of 2019/2020.

'Connect' detailed the Council's vision, values, ambitions and objectives to be delivered in the 5 year period of the Plan. Progress made on key objectives was summarised in the report. Of the 140 measures nominated for reporting against the Plan:-

- ◆ 112 had met their timescale or target as per expectations

- ◆ 8 had minor slippage against timescale or minor shortfall against target
- ◆ 5 had major slippage against timescale or major shortfall against target
- ◆ 15 were contextual or would be reported on at a later stage

The 'Connect' Performance Report for Quarter 4, 2019/2020, covering the period to the end of March 2020, was attached as Appendix 1 to the report.

To aid scrutiny, a further analysis had been introduced, with any measures that had changed status between Quarters 2 and 4 being highlighted and an explanation provided for the change of status. Of the 140 measures, 24 (17%) had changed status between Quarters 2 and 4. A summary of those measures was attached as Appendix 2 to the report.

The latter part of the period covered by this report included the first stages of the COVID-19 pandemic and reference to the impact of the virus and the Council's response was made throughout the Quarter 4 Progress Report 2019/2020.

There had been an inevitable impact on some areas of the Council's performance, however, as this report covered the period to 31 March 2020, the impact was not as great as might be expected in future progress reports.

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

*[Reference: Minutes of 18 June 2019 (Paragraph 3)]*

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#### **4 Self-Assessment and Improvement Activity Annual Update 2019/2020**

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A report dated 13 August 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the self-assessment improvement activity taking place across the Council as at 31 March 2020, including programmes of structured self-evaluation activity such as surveys, workshops, data and procedure analysis, questionnaires and engagement.

Self-assessment and the improvements arising from self-assessment were key elements of Best Value. The Council had adopted Empower as its corporate self-evaluation methodology and had embedded the approach in all services that did not already benefit from structured self-assessment activity.

Details of all self-assessment activity for the year ended 31 March 2020 was provided in Appendix 1 to the report. Annual update reports for previous years had been reviewed to follow up any incomplete actions and a progress update was provided at Appendix 2 to the report.

Empower was a flexible framework and continued to be adapted and refined to meet the needs of the Council. The Council-wide Empower programme had been developed to provide a more proportionate and risk-based programme of self-assessments and this approach drew from a variety of sources, including the National Scrutiny Plan, planned inspections, performance monitoring, interval service reviews and other relevant information to target self-assessment where it might be most beneficial.

The Council had been forced to suspend or reduce a number of services and had redirected resources to deliver vital new services and supports for individuals, communities and businesses due to the COVID-19 pandemic and, accordingly, self-assessment and improvement activity in 2020/2021 would be aligned with the COVID-19 response and Recovery Plan.

**The Forum decided:** that the self-assessment and improvement activity taking place across the Council as at 31 March 2020 be noted.

*[Reference: Minutes of 18 June 2019 (Paragraph 4)]*

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## 5 Annual Performance Spotlights 2019/2020

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A report dated 15 August 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the Annual Performance Spotlights for 2019/2020.

At its meeting on 4 September 2018, the Forum had considered a report which set out plans to review the Annual Performance Report (APR) element of the Council's public performance reporting (PPR) approach. Consequently, a new approach had been developed which replaced the APR document with Annual Performance Spotlights (APS). The APS provided "bite sized" web content performance information for each objective contained in 'Connect', the Council Plan, together with the theme Delivering the Plan and Achieving Best Value. Each APS consisted of:-

- ◆ a case study
- ◆ a selection of infographics
- ◆ links to other related material

The infographics contained in the 2019/2020 APS were attached as Appendix 1 to the report. In response to points raised by the Accounts Commission in the Council's recent Best Value Assurance Report (BVAR), the 2019/2020 APS had been improved by:-

- ◆ including, for each infographic, trend information with a clear indication as to whether performance had improved and if the target, where applicable, had been met
- ◆ providing a link, directly below the infographic on the website, to supporting data, further reports or more detailed information

A suite of public performance reports, focusing on key areas of Council business, would continue to be prepared to complement the APS. The format of the APS would be reviewed on an ongoing basis to ensure the documents kept pace with public expectations and with Audit Scotland's requirements in respect of public performance reporting, continuous improvement and best value. The APS for 2019/2020 would become live on the Council's website in October 2020, significantly in advance of the statutory deadline of 31 March 2021.

**The Forum decided:** that the report and the content of the Annual Performance Spotlights 2019/2020 be noted.

*[Reference: Minutes of 17 September 2019 (Paragraph 4)]*

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## 6 Resource Plans and Council Plan 'Connect' Reporting 2020/2021

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A report dated 25 June by the Executive Director (Finance and Corporate Resources) was submitted on the new format for Resource Plans and an overview of the proposed reporting against the Council Plan for 2020/2021.

In recent years, efforts had been made to reduce the number and improve the quality of performance measures included in Resource Plans, to enable clearer reporting and reduce the burden of reporting across the Council. Following further review, updated guidance and a revised Resource Plan template had been issued to Resources in June 2020. The new guidance had been produced to ensure that many of the key features of Resource Plans would be retained, whilst duplication and unnecessary information would be eliminated, resulting in Resource Plans that were shorter, sharper and more focused on key priorities and outcomes.

In order to achieve the appropriate focus on key areas of activity, Resources had been requested to undertake a horizon-scanning and situational awareness exercise which covered the following topics:-

- ◆ social change, legislation and policies
- ◆ areas for improvement
- ◆ other potential triggers for action

Following this exercise, Resources had selected a maximum of 10 key areas of focus for inclusion in Resource Plans for 2020/2021, as detailed in table 1 of the report.

For 2020/2021, a total of 230 measures had been identified within the Resource Plans, a decrease of 374 from the previous year. Of those measures, 89 had been identified for reporting progress of 'Connect', a decrease of 71 reported against 'Connect' in 2019/2020. A summary of the reduction in measures to be reported against the Resource Plans and 'Connect' was provided in table 2 of the report.

The guidance for Resource Planning and reporting would be further developed for the 2021/2022 Resource Plans to be approved by February 2021, at the budget-setting cycle for 2021/2022.

**The Forum decided:**

- (1) that the revised format for Resource Plans for 2020/2021 be noted;
- (2) that the key issues and areas of interest identified within the Resource Plans for 2020/2021, as detailed in table 1 of the report, be noted; and
- (3) that the number and spread of measures to be reported against Resource Plans and 'Connect' the Council Plan in 2020/2021, as detailed in table 2 of the report, be noted.

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## **7 North Ayrshire Council and Moray Council Best Value Assurance Reports (BVARs) Published by the Accounts Commission**

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A report dated 8 September 2020 by the Executive Director (Finance and Corporate Resources) was submitted on Best Value Assurance Reports (BVARs) that had been published by the Accounts Commission since the previous meeting of the Forum.

The report provided details of the key themes and recommendations included in the BVARs in relation to the following councils:-

- ◆ North Ayrshire Council – published on 20 June 2020
- ◆ Moray Council – published on 27 August 2020

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

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## **8 Urgent Business**

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There were no items of urgent business.

# Report

3

Report to: **Performance and Review Scrutiny Forum**  
 Date of Meeting: **8 December 2020**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council Plan Connect 2017 to 2022 - Quarter 2  
Progress Report 2020/2021**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Council Plan Connect Quarter 2 Progress Report 2020/2021, for the period 1 April 2020 to 30 September 2020

## 2. Recommendations

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

- (1) that the Connect Quarter 2 Progress Report 2020/2021 summarised at paragraph 4.5 and attached as Appendix 1 of this report, be noted;
- (2) that the key achievements, as detailed in paragraph 4.6 and 4.7 of this report be noted; and
- (3) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' as at Quarter 4 2019/2020 as summarised at paragraph 4.8 and detailed at Appendix 2 of this report, be noted.

## 3. Background

- 3.1. The Council Plan Connect covering the period 2017 to 2022 was approved by the Executive Committee on 8 November 2017 and by South Lanarkshire Council on 8 December 2017. The plan sets out the Council's vision, values, ambitions and priorities 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).
- 3.3. As the Forum is aware, due to the COVID-19 pandemic, the Council was forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for residents and for staff. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. There has been an inevitable impact on performance in some areas.

## 4. Quarter 2 Progress 2020/2021

- 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.

- 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. A total of 237 measures have been identified from the 2020/2021 Resource Plans (presented to Committees in August/September 2020). Of those, 98 (41%) have been nominated as key measures for reporting progress against Connect.
- 4.4. Progress to date against all measures is contained in the Connect Quarter 2 Performance Report 2020/2021, 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
<b>Blue</b>	Project complete
<b>Green</b>	The timescale or target has been met as per expectations
<b>Amber</b>	There has been minor slippage against timescale or minor shortfall against target
<b>Red</b>	There has been major slippage against timescale or major shortfall against target
<b>Report later</b>	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
<b>Contextual</b>	Included for 'information only', to set performance information in context

- 4.5. 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 is as follows and performance should be considered in the context of the impact of responding to COVID-19:-

Status	Measures	
	Number	%
Blue	0	0 %
Green	64	66 %
Amber	11	11 %
Red	1	1 %
Report later/Contextual	22	22 %
<b>Totals</b>	<b>98</b>	<b>100 %</b>

(Data correct as at 10 November 2020)

- 4.6. Progress for the period ending Quarter 2, 2020/2021 on each of the four Connect Priorities and the related achievements have been summarised in the following tables:-

## 4.6.1.

Connect Priority	Promote sustainable and inclusive economic growth and tackle disadvantage					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	13	5	0	3	21
Achievements	Implemented a pan Lanarkshire local employability partnership to support the Lanarkshire Labour Market, particularly prevalent as the impact of COVID-19 affects our local economy. Designed to support those at risk of losing their job and those made redundant seeking new opportunities					
	Cycling network map is now online. Cyclists across South Lanarkshire can now access a mapping resource showing the cycle network across the area. <a href="#">The map</a> also features associated cycle parking and storage shelters which will allow people to stay active and continue to build walking and cycling into their everyday journeys					
	The Economic Development Service assisted 719 businesses since lockdown on 23 March 2020. This was in relation to the COVID-19 Business Support Grant, Newly Self Employed and Bed and Breakfast Hardship Fund. The Service also assisted 55 businesses with property support and paid 298 Newly Self Employed Hardship Fund applications and 3 Bed and Breakfast hardship fund applications					
	Hamilton Grammar School received two awards for the work of young people in the Young Enterprise Scotland Awards, namely- <ul style="list-style-type: none"> <li>◆ People's Choice Award</li> <li>◆ Social Impact Award</li> </ul>					
	The Money Matters Advice Service has continued to deliver support to service users; to date 1,214 new cases have been awarded benefits, backdated benefits, and/or assisted with debt					

## 4.6.2.

Connect Priority	Get it right for children and young people					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	10	0	0	3	13
Achievements	The combination of adopting the Wellbeing Application and establishing a single point of contact within Education Resources, has provided the framework to review and improve existing processes and partnership arrangements. New guidance has been issued to support Additional Support Needs processes. The needs of approximately 600 children have been considered, with early evaluation indicating improvements in the quality of assessments contributing to more informed decision making					
	Trinity High School achieved an MB Quality Mark Award for their work in Nurture. They are the first Secondary School in Scotland and the UK to be re-accredited for this work and for the difference this is making to the lives of many young people					
	The Young Carers Service has adapted ways of working and continued service delivery throughout the pandemic. Staff have used a range of methods to keep in touch with young carers and their families.					

4.6.3.

Connect Priority	Improve health, care and wellbeing					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	14	0	1	6	21
Achievements	<p>All applications for adaptations to Council homes were approved</p> <p>The Educational Psychology Service has developed guidance to support the promotion of positive health and wellbeing across educational establishments during the period of post COVID-19 recovery - <i>Supporting Mental Health and Wellbeing through transition, reconnection and recovery: an attachment informed approach</i>. A short film can be accessed via this link: <a href="https://youtu.be/bhsJHUiRV8k">https://youtu.be/bhsJHUiRV8k</a></p>					

4.6.4.

Connect Priority	Ensure communities are safe, strong and sustainable					
Number of measures	Blue	Green	Amber	Red	Report later	Total
	0	23	5	0	7	35
Achievements	<p>Since reopening our Household Waste Recycling Centres in June there have been more than 190,000 visits to the sites with 6,000 tonnes of waste collected, 56% of which was recycled. Householders have also recycled more waste at home. Between April and August, we collected 7,590 tonnes of glass, cans and plastics from light grey recycling bins, which is 32% more than in the same period last year</p> <p>A total of 3,239 young people left school in South Lanarkshire in 2018/2019. The South Lanarkshire school leaver destination rate (SLDR) was 95.7% and this performance measure is above the national rate for the 5<sup>th</sup> consecutive year</p> <p>131 Primary Schools/nurseries completed to date</p>					

4.7. In addition to working towards the four Connect Priorities, 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	Blue	Green	Amber	Red	Report later	Total
	0	4	1	0	3	8
Achievements	<p>A financial strategy has been agreed for 2021/2022 and paves the way for finalising a budget for members to approve before March 2021. The financial accounts 2019/2020 were finalised in line with the normal timetable, despite the challenges of different working approaches brought about by the pandemic. The audit of the accounts is progressing well, with a clean audit certificate expected for sign off by November. Throughout this financial year, support and advice has been provided by finance teams managing the impact and recovery from the pandemic.</p>					

	Woodhill Early Learning and Childcare in Kirkmuirhill opened its doors in September 2020. The nursery offers 63 places and is an important milestone in the expansion of early years capacity
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#### 4.8. Report later

Measures in the quarterly progress reports which are not red, amber or green can be assigned a status of 'report later' or 'contextual'. Of the 15 measures identified in these categories at Quarter 4 2019/2020, 6 were contextual measures, for which figures were provided in the Q4 report. 3 are Local Government Benchmarking Framework (LGBF) indicators, for which the 2019/2020 results will not be published until February 2021. The updated status and explanatory narrative relating to the remaining 6 'report later' measures is detailed in Appendix 2.

### 5. Employee Implications

- 5.1. The priorities noted within the Council Plan 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 priorities 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 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.

### 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 priorities, 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 priorities, objectives and actions outlined in the plan.

**Paul Manning**

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

12 November 2020

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

- ♦ The Council Plan 2017 to 2022 reflects the overarching vision of South Lanarkshire Council and details its values, priorities and objectives, including links to the Community Planning Partnership

### **Previous References**

- ◆ Executive Committee 8 November 2017: approval of Council Plan Connect 2017 to 2022
- ◆ Executive Committee 24 June 2020: endorsement of mid-term review of Connect
- ◆ Performance and Review Scrutiny Forum - Council Plan Connect 2017 to 2022: 4 Progress Report 2019/2020

### **List of Background Papers**

- ◆ Council Plan Connect 2017 to 2022

### **Contact for Further Information**

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

Tom Little, Head of Communications and Strategy

Extension: 4904 (Phone: 01698 454904)

E-mail: [tom.little@southlanarkshire.gov.uk](mailto:tom.little@southlanarkshire.gov.uk)

Performance: [www.southlanarkshire.gov.uk/performance](http://www.southlanarkshire.gov.uk/performance)

## **South Lanarkshire Council**

# improve

### **Connect**

## **Performance Report 2020-21 Quarter 2 : April 2020 - September 2020**

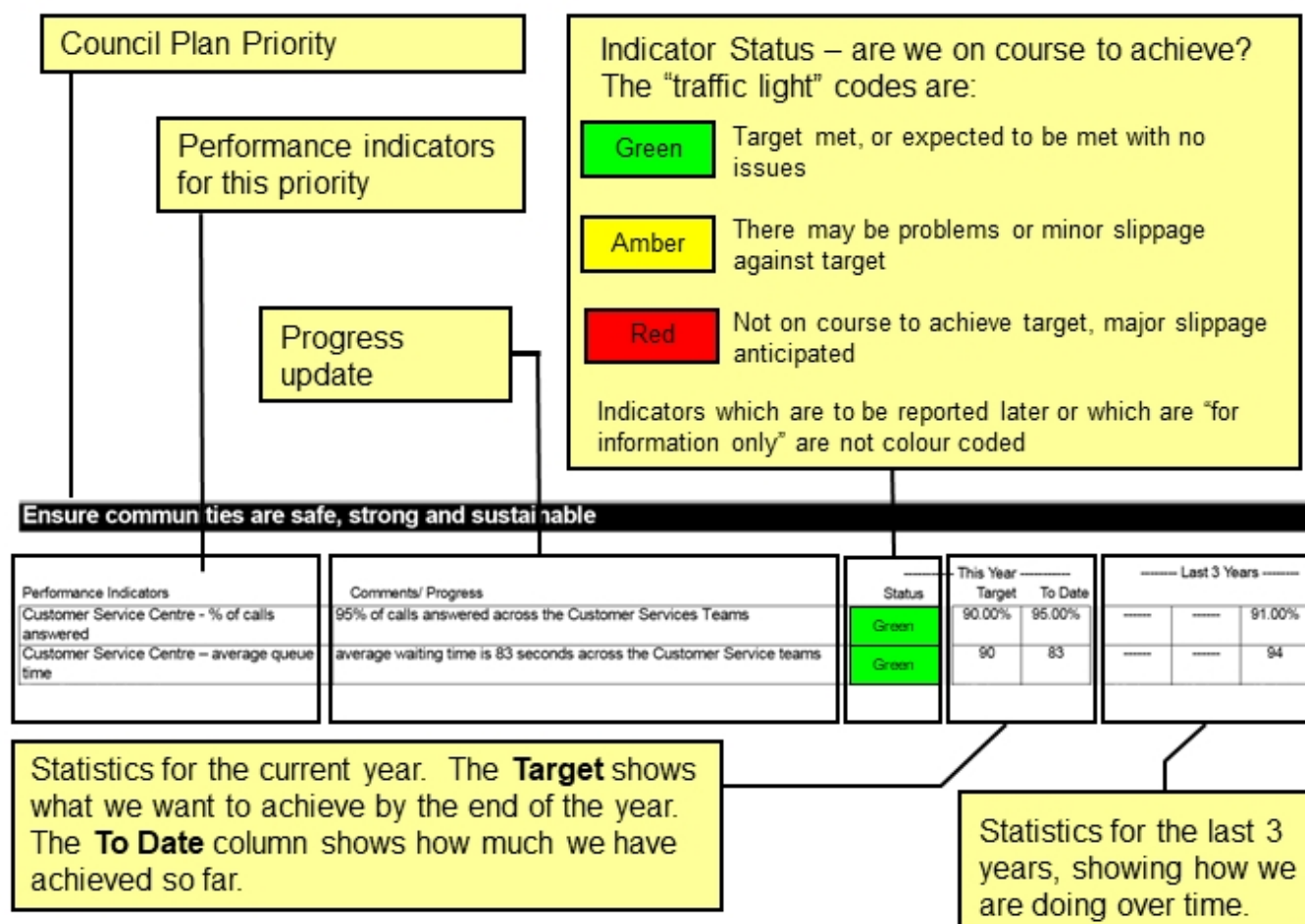
(This represents the cumulative position to September 2020)

Summary - number of measures green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Green	Amber	Red	Report later / Contextual	Total
Promote sustainable and inclusive economic growth and tackle disadvantage	6	3		2	11
Get it right for children and young people	2			3	5
Improve health, care and wellbeing	6		1	5	12
Ensure communities are safe, strong and sustainable	12			6	18
Delivering the plan and achieving best value	1	1			2
<b>Total</b>	<b>27</b>	<b>4</b>	<b>1</b>	<b>16</b>	<b>48</b>

## Guide to the Performance Indicators report

Each of the performance indicators is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



## Ensure communities are safe, strong and sustainable

Performance Indicators	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
			Target	To Date	2017/18	2018/19	2019/20
% of lets to Urgent housing (UH) need households	Target achieved	Green	50.0%	59.5%	48.6%	49.2%	51.4%
% of new tenancies sustained for more than a year by source of let (SSHC)	Target achieved	Green	88.00%	93.40%	90.20%	89.37%	90.08%
Average time taken to relet (SSHC) (RP)	Target achieved	Green	26 days	25 days	21 days	22 days	22 days
% of tenancy offers refused during the year (SSHC) (RP)		Contextual	-----	24.4%	39.9%	37.1%	30.8%
% of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation (RP)	Target achieved	Green	98.0%	99.9%	99.1%	99.4%	99.8%
Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency.	Unable to report at Q2 as the figures from Equipu for August/September have not yet been released as their reporting period lags behind ours.	Report Later	-----	-----	2,220	2,530	2,450
98% of clients are first seen within 2 working days of a DTTO commencing	In Quarter 2, 1 Drug Testing and Treatment Order commenced and the service user was seen within timescales. To date, there have been 2 orders imposed both have been seen within 2 working days of the DTTO commencing.	Green	90.0%	100.0%	100.0%	93.0%	100.0%
90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In Quarter 2 96% (168 out of 175) clients started treatment within 3 weeks of referral. To date 95% (282 out of 296) have started treatment.	Green	-----	95%	94%	93%	94%
95% of Criminal Justice Social Work reports submitted to Court by the due date	In Quarter 2 there have been 98% (282 out of 287) reports submitted to the court by the due date. To date there have been 379 out of 385 reports submitted to the court by the due date.	Green	-----	98.0%	99.0%	99.0%	98.0%
Percentage of door step crime reports receiving an initial response from Trading Standards by the end of the next working day	Five doorstep crime incidents have been reported and dealt with in quarter two (July -September 2020). 100% received an initial response within the targeted timescale.  The year to date response rate is also 100%.	Green	100%	100%	100%	100%	100%
Broad compliance with food safety statutory requirements secured in premises	Further to an Enforcement Letter issued by Food Standards Scotland South Lanarkshire Council suspended inspections of food businesses at the start of lockdown, with the exception of carrying out desktop studies of higher risk establishments.	Green	85.0%	90.0%	85.8%	87.0%	87.9%

## Council Plan Performance Indicators

### Ensure communities are safe, strong and sustainable

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Percentage of total household waste that is recycled	This is a Local Government Benchmarking Framework (LGBF) indicator. 2019-20 figures will be available in January 2021 and will be reported in quarter three. 2020-21 information will not be available until January 2022.	Report Later	50.00%	-----	47.29%	44.30%	-----
Reduce vehicle emissions in 2020-21 against the baseline of 2014-15 (Council wide figure)	The significant reduction in vehicle emissions when compared with the baseline year is largely a consequence of the reduced vehicle use due to Covid-19 .	Green	10.00%	45.20%	10.50%	14.00%	12.90%
Percentage of streets found to be acceptable during survey	The Local Environmental Audit and Management System (LEAMS) score for April to July 2020 was 97.1%, this is above the annual target score of 95.5%.	Green	95.50%	97.10%	95.46%	94.90%	95.85%
Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service, based on 6 surveys per year)	Due to Covid-19, restrictions have been in place for grounds maintenance since March 2020, no surveys have been completed. It is anticipated that surveys will be done at the end of the year as restrictions ease.	Report Later	73.0	-----	72.8	71.5	72.0
% of Council stock meeting the SHQS (% of dwellings meeting SHQS) (LGBF)	To be reported at year end.	Report Later	-----	-----	92.1%	92.5%	93.2%
% of council dwellings that are Energy Efficiency Standard for Social Housing (EESH) (LGBF)	To be reported at year end.	Report Later	-----	-----	89.40%	91.10%	93.39%
Percentage of all planning applications approved	The high rate of approval has continued in 2020-21 and remains on target for 95%.	Green	95.0%	94.9%	98.6%	98.4%	96.9%

### Get it right for children and young people

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
75% of reports submitted to the Children's Reporter within 20 days	In quarter 2, 92% (72 out of 78) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. This evidences further improvement for this measure following close monitoring by the management team.	Green	-----	91.0%	75.0%	79.0%	71.0%
Numbers of learners who achieve the Curriculum and Excellence levels	Data not collected for 2019/20. The next data collection is scheduled for June 2021.	Report Later	-----	-----	0.0	0.0	0.0

## Get it right for children and young people

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Improve the attendance of children and young people at school	The overall attendance rate for Primary, Secondary and ASN schools in session 2020/21 as at 11 September was 91.9%. This must be considered in the context of the ongoing Covid-19 crisis.	Green	93.1%	91.9%	0.0%	0.0%	0.0%
Reduce the number of exclusions (openings per 1,000 pupils) of children and young people in all schools	Report to be provided at Quarter 4.	Report Later	98.0	-----	0.0	0.0	0.0
Percentage of pupils entering positive destinations	Report to be provided at Quarter 4.	Report Later	95.0%	-----	0.0%	0.0%	0.0%

## Improve health, care and wellbeing

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Number of adaptations completed in Council homes	This measure is demand led.	Contextual	-----	115	976	979	848
No of households currently waiting for adaptations to their home	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%	100.00%	93.00%	100.00%
% of standard adaptations to council houses within agreed appointment times	Completion times for adaptations have been significantly impacted by COVID-19.	Red	97.0%	76.4%	96.4%	93.0%	85.6%
90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there was a total of 133 local authority welfare guardianship visits due with 95% (127) being completed on time.  During 1 July 2019 - 30 September 2019 (Quarter 2) there were 78 visits due with 74 (95%) completed within timescale.	Green	90%	95%	94%	98%	93%
90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there was a total of 1296 private welfare guardianship visits due with 92% (1188) being completed on time.  During 1 July 2019 - 30 September 2019 (Quarter 2) there were 667 visits due with 610 (91%) completed within timescale.	Green	90%	92%	91%	93%	86%

## Improve health, care and wellbeing

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	As at 30 September 2020, 3,699 people were in receipt of Care at Home services, of this 1,827 (or 49%) were in receipt of 10 hours or more of support.	Green	-----	49%	0%	0%	29%
Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	At the end of Quarter 2, 48,110 hours of Care at Home services per week is being delivered, of this 38,369 hours (or 80%) were attached to care packages of 10 hours or more of support.	Green	-----	80%	0%	0%	53%
Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	During the second quarter of 20/21, outcomes for carers, supported by dedicated Welfare Rights officers were:  Number of new cases: 141 Weekly benefits: £16,584 Backdated benefits: £195,929 Annual benefits: £1,058,297	Green	-----	209	962	1,057	1,080
Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	School meal uptake is not applicable for the period April to August 2020 (as schools were closed). Full update to be provided in quarter three.  This is a contextual measure. The notional target set is the 2019-20 actual figure.	Contextual	59.30%	-----	-----	-----	59.28%
Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)	School meal uptake is not applicable for the period April to August 2020 (as schools were closed). Full update to be provided in quarter three.  This is a contextual measure. The notional target set is the 2019-20 actual figure.	Contextual	47.30%	-----	-----	-----	47.33%
Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative	This figure is up to and including 10 September 2020.  This is a contextual measure however a notional target is set at the 2019-20 actual figure. Target will not be met this year due to nurseries being closed from April to August 2020.	Contextual	288,486	30,839	-----	-----	288,486

## Promote sustainable and inclusive economic growth and tackle disadvantage

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Percentage of the road network resurfaced within the financial year 2020-21	The commencement of our resurfacing programme for 2020-21 was delayed until July 2020 as a result of restrictions associated with the ongoing Covid-19 pandemic. In addition the service was required to complete outstanding work from the previous financial year which had been left unfinished as a result of lockdown restrictions. In addition it is unlikely that the service will achieve our original target of 3.79% as a result of construction cost increases associated with current Scottish Government restrictions. However, up to mid September the service has resurfaced 1.24% of the road network.	Green	2.0%	1.2%	4.7%	3.7%	3.4%
Percentage of our road network that should be considered for maintenance treatment	<p>This is a Local Government Benchmarking Framework (LGBF) indicator as calculated by the Scottish Road Management Condition Survey carried out by WDM Limited each year.</p> <p>2019-20 figures will be available in January 2021. The 2019-20 figure shown is the provisional emerging survey results as reported at quarter four of 2019-20.</p> <p>The target figure is the 2018-19 actual % reported in January 2020.</p>	Report Later	31.2%	-----	31.8%	31.2%	30.3%

**Promote sustainable and inclusive economic growth and tackle disadvantage**

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Contribute to the national casualty reduction targets	<p>Provisional casualty figures are available for the first six months of 2020, when there were 103 casualties. Of these, there were two fatal casualties, 35 serious casualties and 66 slight casualties. There were no child fatal casualties, five children seriously injured and ten children slightly injured.</p> <p>This compares with the corresponding period of 2019, when there were 190 casualties. Of these, there were six fatalities, 30 serious casualties and 154 slight casualties. For children in the first six months of 2019, there were no child fatal casualties, four children seriously injured and 15 children slightly injured.</p> <p>Police Scotland transitioned to a new Roads Traffic Collisions in July 2019. This also involved a change to the classification of 'serious' injuries which has resulted in an increase of injuries receiving this severity rating. These are provisional figures and additional records may be added in addition to the reported figures above.</p>	Green	418	103	534	507	418
Number of unemployed people supported via council-operated employability programmes	The number supported is from April 20 to June 20. Q2 will be reported at Q3.	Green	1,000	300	-----	2,135	1,322
Number of unemployed people gaining sustainable employment	Job outcomes are for the first quarter and are relatively low given full lockdown measures within that quarter. Q2 outcomes will be reported at Q3 and we expect job outcomes to significantly increase in line with the overall target.	Green	400	60	-----	863	713
Number of unemployed people accessing further education or training	The first quarter has been slow given college networks and training providers closure in lock down. We expect that Q2 will increase. Q2 targets will be reported in Q3	Green	200 people	31 people	-----	501 people	568 people

## Promote sustainable and inclusive economic growth and tackle disadvantage

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Number of business support interventions per annum by Economic Development (grants, loans or advice)	We assisted 719 businesses after lockdown on 23 March 2020. This was in relation to the Covid-19 Business Support Grant, Newly Self Employed and Bed and Breakfast Hardship Fund. We also assisted 55 with property support. We paid 298 Newly Self Employed Hardship Fund applications and 3 Bed and Breakfast hardship fund applications. Our SLC Business Support Grants were not open from April through to 23 September 2020 and we expect applications from a strong pipeline imminently. We await Business Gateway results to be added to this total as well as property enquiries.	Green	1,500	1,075	1,637	1,791	1,562
Number of jobs created or sustained per annum as a direct result of Economic Development intervention	Our SLC Business Support Grants were not open from April through to 23 September 2020 and we expect applications from a strong pipeline imminently. The outturn depends on the next stage of lockdown but if trading conditions continue as they are at the moment, then this is likely to be an amber turnout at the year end.	Amber	350	0	1,361	812	943
Increased value of sales generated by businesses as a direct result of Economic Development intervention	Our SLC Business Support Grants were not open from April through to 23 September 2020 and we expect applications from a strong pipeline imminently. The outturn depends on the next stage of lockdown but if trading conditions continue as they are at the moment, then this is likely to be an amber turnout at the year end.	Amber	£5.00m	£0.00m	£23.03m	£13.09m	£11.91m
Maintain 3 year business survival rate	<p>The source for Business Demography figures is from the Office for National Statistics (ONS) (2018). The most recent updates to these figures are from July 2020 and these indicated that the 3 year survival rate for registered businesses (or businesses first registered 3 years previously) in South Lanarkshire was 56.3% in the period 2015-18. This represented a drop of -6.2% over the data published last year (the Business Demography figures for 2017) from 62.5% of businesses surviving 3 years in 2014-17, down to 56.3% of registered businesses surviving 3 years between 2015-18.</p> <p>Although below the set target, there was a significant rise in employment rates over the same period so it may be that these people are migrating to paid employment. Leaving self-employment to a job may be seen as a positive outcome for some, though as we move into the large redundancies expected it's possible this flow will reverse.</p>	Amber	62.00%	56.30%	-----	-----	-----

## Council Plan Performance Indicators

### Promote sustainable and inclusive economic growth and tackle disadvantage

Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Reduce the gap for positive destination outcomes for those pupils in the most deprived 20% data zones	Report to be provided at Quarter 4.	Report Later	2.1%	-----	0.0%	0.0%	0.0%

### Delivering the plan and achieving best value

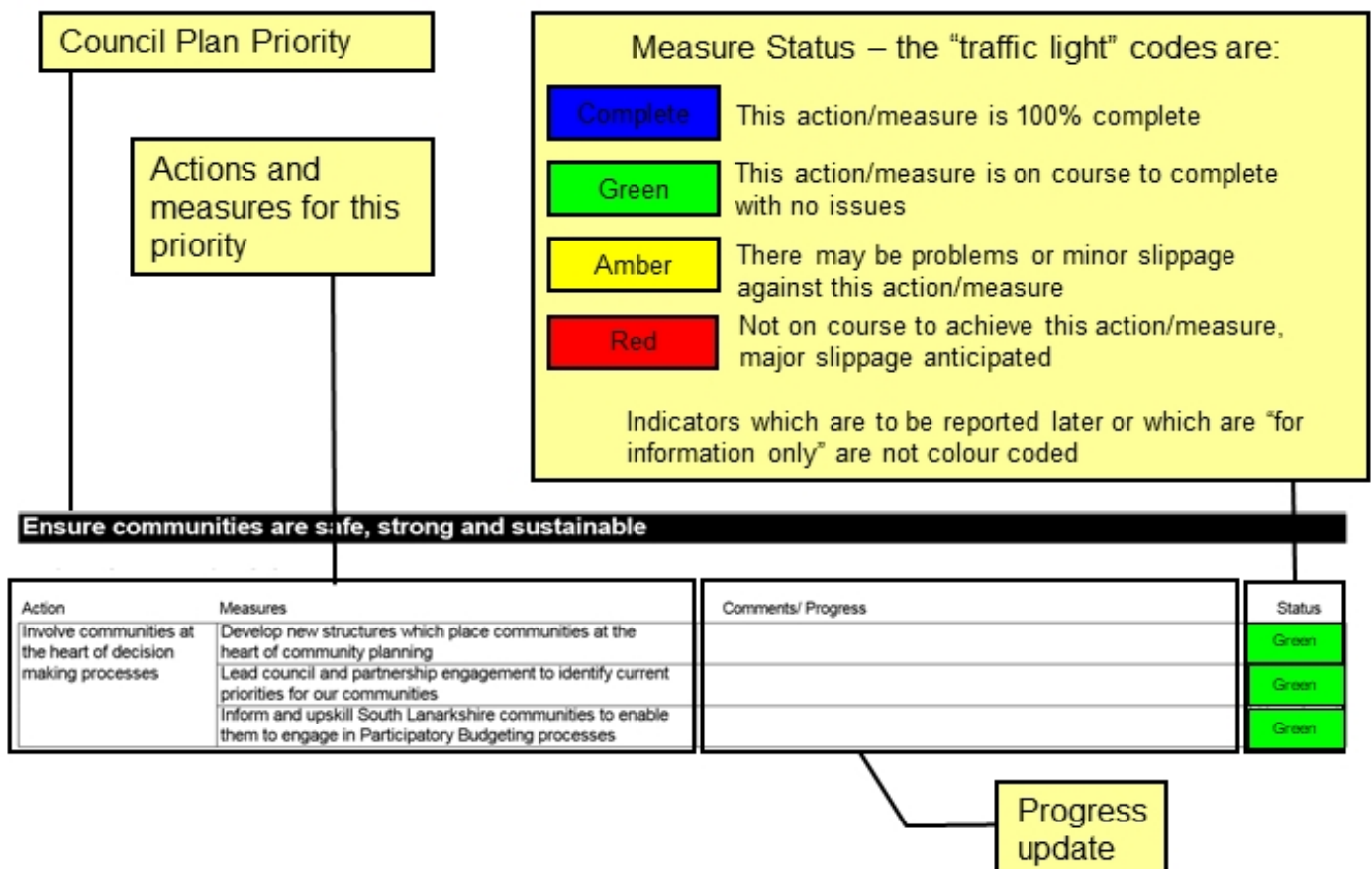
Performance Indicators	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
		Status	Target	To Date	2017/18	2018/19	2019/20
Rent collected as a % of rent due in the year (SSHC) (RP)	Performance currently below target with ongoing monitoring taking place to identify areas for improvement.	Amber	96.4%	94.0%	99.3%	99.0%	99.7%
Gross rent arrears (current and former tenants) as a % of rent due for the year (LGBF) (SSHC) (RP)	Target achieved	Green	10.30%	8.56%	6.30%	6.78%	7.05%

Summary - number of measures complete, green, amber and red under each Council Plan Priority / Theme

Council Priority/ Theme	Complete	Green	Amber	Red	Report later	Total
Promote sustainable and inclusive economic growth and tackle disadvantage		7	2		1	10
Get it right for children and young people		8				8
Improve health, care and wellbeing		8			1	9
Ensure communities are safe, strong and sustainable		11	5		1	17
Delivering the plan and achieving best value		3			3	6
<b>Total</b>	<b>0</b>	<b>37</b>	<b>7</b>	<b>0</b>	<b>6</b>	<b>50</b>

## Guide to the Performance Measures report

Each of the performance measures is shown in the following pages of this report. The graphic below explains how the report is laid out and what information is presented.



## Ensure communities are safe, strong and sustainable

Action	Measures	Comments/ Progress	Status
Involve communities at the heart of decision making processes	Develop new structures which place communities at the heart of community planning	On the 9th September the Community Planning Partnership (CPP) Board agreed a number of short, medium and long term changes to the structure and governance arrangements for Community Planning in South Lanarkshire. Work has started to implement phase one of these changes which includes an interim locality structure bringing key local groups together.	Green
	Lead council and partnership engagement to identify current priorities for our communities	Plans are being developed for an engagement exercise, taking into account the current constraints of the pandemic, which will work with communities and partners to identify priorities.	Green
	Inform and upskill South Lanarkshire communities to enable them to engage in Participatory Budgeting processes	Awaiting clarity as to timescale for rollout of mainstream PB to ensure information is accurate. Tools have been designed and a Consul page set up, and work is under way on materials for distribution to communities once clarity is achieved.	Amber

**Ensure communities are safe, strong and sustainable**

Action	Measures	Comments/ Progress	Status
Ensure the principle of sustainable development and climate change action are mainstreamed across the resource	Demonstrate how the Sustainable Development and Climate Change Strategy (2017-22) is being implemented across the resource	The sustainable development and climate change strategy action plan for 2020-21 was agreed with Services across the Resource and approved by the Climate Change and Sustainability Committee on 17 September 2020. Progress on the actions are monitored and reported through IMPROVe and a progress report at quarter two will be presented to the Climate Change and Sustainability Committee on 4 November 2020.	Green

## Ensure communities are safe, strong and sustainable

Action	Measures	Comments/ Progress	Status
Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Demonstrate the actions taken in relation to food poverty as a result of COVID-19, and implement year one of the Good Food Strategy (2020-25) Action Plan and monitor its impacts	<p>In April 2020, the council received £1.937m of funding from the Scottish Government to provide support to those entitled to means tested free school meals, and other people at risk during the Covid-19 pandemic.</p> <p>Between April and June 2020, this money helped to supplement existing third sector provision to support those who normally rely on food banks as a source of food, or who have recently found themselves in need of this type of support. Food packs were also distributed to those who were experiencing barriers in accessing food. The money helped to supplement the food packs for shielding individuals to cater for special dietary requirements etc. and enabled hot meals to be delivered to marginalised groups including vulnerable children and family groups and those living in homeless cluster projects.</p> <p>Two further separate funding streams were released to cover July to September 2020</p> <ul style="list-style-type: none"> <li>- £852,000 to continue the provision of Free School Meals until the schools returned in August 2020</li> <li>- £924,000 to continue to support individuals at risk in Accessing Food and other Essentials, including those who are isolating under Test and Protect.</li> </ul> <p>The Good Food Strategy Action Plan has been approved and it has been agreed that at quarters two and four progress will be reported to the Climate Change and Sustainability Committee. The quarter two report is currently being prepared for the Committee meeting on 4 November 2020.</p>	Green

**Ensure communities are safe, strong and sustainable**

Action	Measures	Comments/ Progress	Status
Promote continued growth and regeneration through sustainable economic and social development within a low carbon economy, and guide decision making on the location of new development and regeneration	Adopt Local Development Plan 2	Proposed South Lanarkshire Local Development Plan 2 was submitted for examination to the Scottish Ministers in April 2019. The examination began at the start of October 2019 and the Reporters Examination Report was received in September 2020 after a delay due to Covid-19 restrictions. The findings of the examination will be presented to committee in November 2020 with a view to adopting the plan in early 2021.	Amber
Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal projects	Progress Community Growth Area sites in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	Progress on new development has been curtailed due to the Covid-19 restrictions imposed on the construction industry.	Report Later
Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework (as per agreed Scottish Government funding)	Implementation of physical projects have been delayed following the Covid-19 pandemic, resultant lockdown and cessation of construction and enabling contracts. While the construction industry is returning to restart projects these are necessarily proceeding under reduced capacity in order to implement new safe working conditions, social distancing and following disruption to supply chains. Consequently work is ongoing to reprofile projects.	Amber
Continue to maintain /improve customer satisfaction levels for key service areas	Monitor, report and publish the outcome of satisfaction surveys across all key service areas	The 2020/21 programme continues as per the agreed programme. All results are analysed and if required, improvement actions are identified and progressed.	Green
Continue with physical regeneration work in priority areas	Continue the implementation of the master plan for regeneration in East Whitlawburn	On site operations continue with appropriate Safe Systems of Work in place.	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 regular updates to partners and local communities.	Green

**Ensure communities are safe, strong and sustainable**

Action	Measures	Comments/ Progress	Status
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 is fully embedded within the Service across all Divisions. Housing advice is provided to all customers and enhanced prevention casework is completed to those where there is a risk of homelessness.	Green
Ensure effective involvement with tenants and other customer groups	Annual review of the Customer Involvement Strategy action plan	The annual review of the Housing Services' Customer Involvement Strategy has been completed and is scheduled to be presented to Housing and Technical Resources Committee in November 2020.	Green
Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP/SLP (RP)	Work continues onsite to deliver additional new build properties with further homes acquired under the Open Market Purchase Scheme.	Green
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Spend to Q2 £16,827,385.90. Annual target (revised predicted spend) £85,018,175. Behind original programme due to COVID-19.	Amber
	Primary Schools Modernisation Programme - Support for Early Years Programme - Growth and Capacities Programme	131 Primary Schools/ Nurseries completed.	Green
Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Review town centre strategies to establish the impact and outcomes of Covid-19 and refocus support for town centres to aid recovery	The appropriate response to Covid-19 impacts continues to evolve. Support grants under different funds for businesses has provided sustainability for many for the remainder of 2020. Impacts on town centres will continue to be monitored, with strategies being reviewed and prepared accordingly with the aim to maximise impact of funding support for town centres to ensure their ongoing sustainability.	Amber

## Get it right for children and young people

Action	Measures	Comments/ Progress	Status
Continue to raise attainment in literacy and numeracy across learning in the Broad General Education and in the Senior Phase	Provide support, guidance and challenge to schools through training, sharing of best practice and through the development of self-improving networks	A range of networks have been set up to support opportunities to develop and share best practice in Literacy and Numeracy. These networks are led and steered by subject specific Development Officers who facilitate best practice and provide a platform for school based staff to engage in professional dialogue. A recovery focussed programme of professional learning continues to evolve to meet need.	Green
Contribute to effective joint working in protecting children and adults at risk of harm	Continue to deliver appropriate services for homeless children (RP)	Providing appropriate temporary housing for homeless households with children continues to be priority, with support from partners including Health, the Homeless team and the Shelter Families Project.	Green
	Annual review and report on operation of Adult and Child Protection procedures	The annual review has now been completed with the findings to be reported by quarter 4 of this year.	Green
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	At the end of Quarter 2, there were a total of 788 looked after children. The balance of care being 712 (90%) in a Community setting and 76 (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. There has been a further increase of 29 children since end of Q4 last year.	Green
Implement the delivery of 1140 hours early learning and childcare in line with the revised Scottish Government timetable for 2020-21	Restart of the 1140 hours early years and childcare capital programme line with Scottish Government expectations in partnership with council services	Allocation of admissions for eligible 2-5 year olds has delivered 83% of eligible children receiving 1140 hours. Recruitment of staff for the 1140 has been achieved. All eligible children attending funded providers are receiving 1140 hours funding. 45% of the Scottish Government target for eligible 2 year olds has been achieved. The first of the new builds – Woodhill – opened 14 September 2020. Glengowan Nursery Class, Milburn Kirkstyle and Rooftop are on target to open during Quarter 3.	Green

## Get it right for children and young people

Action	Measures	Comments/ Progress	Status
Take forward Curriculum for Excellence in schools and establishments	Provide professional learning activities which support learning and teaching in line with the National Improvement Framework and which will deliver better outcomes for learners	A recovery focussed programme of learning and teaching professional learning continues to evolve to meet need. This work is led by a Lead Officer with an appropriately focussed remit. All of the work of the Curriculum & Quality Improvement Service (CQIS) team is aligned to the National Improvement Framework (NIF) drivers but is currently focussed on recovery.	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 carers service has adapted ways of working and continued service delivery throughout the pandemic, staff have used a range of methods to keep in touch with young carers and their families. Staff continue to deliver statements and reviews and take forward deliverable actions from the child plan.	Green
	Monitor the current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	Strong links have been established between the AFC co-ordinator, Child and Family Operational Development Team Leader and Young Carer social worker. There remains to be regular contact between Action for Children (AFC) and Social Work Resources. AFC have successfully recruited a team and training is ongoing.	Green

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
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)	Specific actions were agreed by the Joint Board in April and will be implemented throughout the course of the year.	Green

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
Ensure that Sheltered housing services are compliant with Care Inspectorate Inspection standards	Develop and implement improvement plan to take forward any actions from Care Inspectorate annual assessment (RP)	To date, there have been no inspection visits. The required actions of any future inspections will be reported once they have occurred.	Report Later

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	The day service review work recommenced in August and will now incorporate learning gained during the Covid-19 period. The Scottish Government has now published extensive guidance on the safe re-opening of day services, and recovery planning to enable building based services to re-establish is ongoing. The intention is to produce the review report during the third quarter which will enable evidence based options appraisal and redesign modelling of day services to support personal outcomes.	Green

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
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	<p>Meetings of the See Hear Strategic Working Group during Spring/Summer had to be cancelled due to the Covid 19 pandemic. However, Microsoft Teams meetings have now been arranged for the rest of this year and progress continues to be made in relation to the See Hear Framework implementation.</p> <p>For people living with sight loss, sight loss and complex needs and for people who are supporting someone living with sight loss and complex needs, a link to the new podcast series 'Chats about apps', which is available on RNIB Older people podcasts series page, was added to the Knowledge Hub for the group members to access and share.</p> <p>Information on the impact of the pandemic on people with a sensory impairment, and guidance/advice for health and social care staff in Scotland on communication for people with sensory loss during the COVID-19 pandemic, was issued via the Knowledge Hub and shared with the group for dissemination to all relevant staff throughout the Partnership.</p> <p>Work is underway with children's services planning leads in North and South Lanarkshire to embed delivery of the children and young people's elements of the Mental Health and Wellbeing Strategy into Children's Services Partnership structures to ensure that these incorporate paediatrics, specialist CAMHS and neurodevelopmental pathway to support system-wide planning.</p> <p>The national Children and Young People's Mental Health &amp; Wellbeing Programme Board has provided a CAMHS service spec and a framework for community mental health and wellbeing supports and services for children and young people from 5-24 years. Both of these are challenging for local services for various reasons:</p> <ul style="list-style-type: none"> <li>• A significant change to the current CAMHS model is required to meet the national service specification. Plans have been submitted to SG outlining how we will implement this.</li> <li>• The Community Framework is aimed at those who need a lower level of support and, while we completely support the aspiration, the challenge of implementing the different types and levels of services and supports to meet the needs of children and young people across a</li> </ul>	Green

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
		<p>19 year age range cannot be underestimated.</p> <p>The revised school nursing pathway includes mental health and wellbeing as one of the priority areas, but we require to resource all the elements of the pathway. Currently school nurses have to prioritise child protection and looked after children health reviews.</p> <p>In light of the publication of these national documents and delivery plans, we need to ensure that we are taking a coordinated approach to planning with Children's Services Partnerships in North and South Lanarkshire. As a first step in North Lanarkshire, a service mapping exercise was undertaken to identify any gaps in service provision and inform the development of the Community Support Framework.</p> <p>In relation to Specialist Services:</p> <ul style="list-style-type: none"> <li>• A proposal has been agreed to consolidate contracted hospital-based complex clinical mental health care beds onto a single site. This will support new opportunities for multi-disciplinary team-based working and a range of services provided that will benefit the patients.</li> <li>• A review of adult rehabilitation and recovery is underway to develop a business case for a new, community-focused model of rehabilitation and recovery services.</li> <li>• An interim operational management structure for South Lanarkshire Community Mental Health Teams is in place to enable the transfer of the management, accountability and strategic leadership of community mental health services to South Lanarkshire HSCP from the current hosted arrangements with Health and Social Care North Lanarkshire.</li> <li>• Progress is being made towards the establishment of a multi-disciplinary Community Perinatal Mental Health Service.</li> <li>• The Scottish Government has granted funding to NHS Lanarkshire for an Interim Infant Mental Health Service Lead, Parent-Infant Therapist, and delivery of infant mental health training; a Service Lead is in place and an Infant Mental Health Service Development Group established; and a proposal is being developed for submission to the national Perinatal &amp; Infant Mental Health Programme for funding a multi-disciplinary infant mental health service.</li> </ul> <p>Next steps -</p> <p>Over the summer the following steps will support restarting</p>	

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
		<p>implementation of the strategy:</p> <ul style="list-style-type: none"> <li>• Review our Communications and Engagement Strategy to ensure stakeholder involvement in the design and delivery of services.</li> <li>• Fully define cross-cutting workstreams and develop 3-year delivery plans.</li> <li>• Map the implementation plan onto National Mental Health Strategy actions.</li> </ul> <p>Ensuring that, in developing delivery plans, the high level intentions of the Strategy are incorporated in relation to trauma-informed practice, good mental health for all, reducing health inequalities and take a rights-based approach to addressing mental health stigma and discrimination as a key principle throughout all workstreams within the Strategy.</p>	
Increase supply of housing suitable for older people	Existing amenity properties and mainstream properties upgraded and converted to amenity per agreed programme (RP)	As a result of restrictions relating to COVID-19, there have been some delays to the projects relating to this area. However, a number of upgrades have been completed as per agreed programme and work will continue in the area to convert further properties and analyse the impact of delays.	Green
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	In Quarter 2 the Resource worked with a number of service users aged under 65 as a result of Adult Support and Protection (ASP) issues. There were 289 ASP inquiries, with 111 investigations started in the period and 9 protection plan being progressed.	Green

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	In Quarter 2 the Resource worked with a number of service users aged over 65 as a result of Adult Support and Protection (ASP) issues. There were 531 ASP inquiries, with 192 investigations started in the period and 2 protection plan being progressed.	Green
Progress review of Getting it Right for Every Child multiagency planning processes	Ensure child protection and wellbeing practices are being applied consistently in schools and settings to help deliver positive outcomes for children and young people	<p>Use of the Wellbeing application and Wellbeing assessments has been fully implemented and consistently applied across key processes within Education Inclusion. This is supporting well informed decision making and delivery of positive outcomes. Protocols are in place with Social Work to transfer child protection information in a timely and secure manner. Multi- agency processes with Police Scotland, NHS Lanarkshire and the voluntary sector provide a robust framework to consider the needs of children in need of support and protection.</p> <p>A survey for all Joint Assessment Team (JAT) meeting participants was created by the Review group and has 100 responses. This will now be analysed. Focused groups are planned for Clydesdale to scope the Clydesdale JAT fully. A summary report will highlight key themes and considerations for actions.</p>	Green

## Improve health, care and wellbeing

Action	Measures	Comments/ Progress	Status
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	<p>The Strategic Commissioning Plan (SCP) and the issue of Directions to the Health Board and the Local Authority for the financial year 2020/2021 was approved on 30 March 2020.</p> <p>As indicated in previous quarter the IJB acknowledged the potential impact of the Covid-19 pandemic on each partner's ability to implement the strategic commissioning intentions and the Directions as originally planned. Progress to date in respect of the implementation of the 2020/2021 Directions is attached reflects the position at 9 September 2020.</p> <p>Of the 35 Directions issued, progress to date is summarised as follows:  4 on hold, not possible to progress during this period  22 progressing but change in outcomes and/or delay expected  3 progressing as originally planned  6 directions completed</p>	Green

## Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Deliver effective Employability Services to support Economic Recovery	Adjust the current suite of employability programmes to operate in a Covid safe way and match the changed service need	This is a work in progress to move to a digital based service that meets the needs of clients and employers. This will be reported in next quarter	Report Later

## Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Provide a sustainable framework for action on how to rebuild the South Lanarkshire economy	Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business	Recovery strategy is being developed with phased implementation- additional resources approved at Community and Enterprise Resource Committee on 15 September. Business Support Grants' budgets increased and eligibility and assessment criteria have been reviewed with three forms of support- Small, Recovery and Growth grants open to applications from 23 September 2020. Preparing to recruit additional business support officers. Preparing marketing/development brief and proposed market testing of Langlands, East Kilbride, Strategic Investment site.	Green
Prioritise business development advice, support and financial assistance to ensure businesses are able to continue to operate, whilst creating the right conditions for low carbon economic growth	Oversee management of the Supplier Development Programme including the delivery of events, training and e-commerce, to support SME's or third sector organisations who are interested in working with the public sector	Oversight of Supplier Development Programme (SDP) has continued supervision and guidance of SDP team via MS Teams, SDP Board meetings via Zoom, etc. Training and supplier engagement largely maintained as many training events have already been developed as online webinars and expanding engagement via online services.	Green
	Programmes, services, and events delivered to businesses around sectors, location, and themes (e.g. food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise)	Proposed engagement events have switched to online platforms- eg supplier engagement, Living Wage, Tourism. Others deferred in order to comply with social distancing etc guidelines. However, alternative approaches are being developed with partners and working on new approach as part of recovery strategy.	Amber

**Promote sustainable and inclusive economic growth and tackle disadvantage**

Action	Measures	Comments/ Progress	Status
Provide road and infrastructure improvements to support new developments including those undertaken as part of the City Deal	Progress/deliver prioritised road infrastructure in line with available external and internal capital funding	<p>In order to reduce congestion two projects are being undertaken.</p> <p>A traffic signal control system called SCOOT, which will involve the upgrade/replacement of traffic signal equipment, is programmed for Main Street / Cambuslang Road and Main Street / Queen Street in Rutherglen.</p> <p>A traffic modelling exercise was completed for Lanark in March 2020. This has been reviewed and will be presented to local members and the community later this year.</p>	Green
	Substantially complete Greenhills Road (main works) major transport infrastructure project	<p>Main line works on Greenhills Road and Strathaven Road are progressing.</p> <p>Works on site re-commenced in mid-June 2020 after lockdown. Issues are still being experienced with suppliers and sub-contractors not being available, but we are trying to work through this.</p> <p>The lockdown period has significantly added to the duration and costs of the works. Arrangements to manage budget to incorporate the additional costs are being discussed.</p>	Green

## Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
	Progress Stewartfield Way major transport infrastructure	<p>A report to South Lanarkshire Council's Executive Committee in March 2020 set out the background, latest position on the various options under consideration and next steps.</p> <p>Work now underway in relation to Strategic Business Case (SBC) and status of modelling clarified with consultants. SBC expected by turn of calendar year.</p> <p>The Infrastructure and Option Assessment tender exercise suspended earlier in year is being reviewed for retendering. Potential implications of post Covid-19 transport network demands continue to feature in discussions around this project and this will be kept under review as the project develops through the next stage of business cases.</p>	Green

## Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Enable greater use of public transport by working with partners to improve public transport infrastructure	Progress/deliver prioritised improvements to bus and rail infrastructure (e.g. park and ride) in line with agreed Park and Ride Strategy (2018-27) and available external funding	<p>A number of Park and Ride projects are being taken forward as outlined below: -</p> <ol style="list-style-type: none"> <li>1. Carstairs Park and Ride Extension – these works were completed in August 2020 where an additional 22 spaces were provided.</li> <li>2. Lanark Interchange Project – Land acquisition was completed in July 2020 which will allow the first phase of works to be taken forward.</li> <li>3. Cambuslang Park and Ride – Following the granting of planning consent a tender has been issued to allow the phased construction of a circa 300 space facility.</li> <li>4. East Kilbride Rail Enhancement Project – The Council is in partnership with Transport Scotland, Network Rail, Strathclyde Partnership for Transport (SPT) and Sustrans to take forward park and ride, bus interchange, pedestrian/cycle route access enhancements. Preliminary designs are being discussed for inclusion in a programme of works likely to begin next financial year.</li> </ol> <p>Bus shelter infrastructure works are programmed on the Fernhill Road / Mill Street as well as the Burnside Road / Stonelaw Road corridors in Rutherglen.</p>	Green

**Promote sustainable and inclusive economic growth and tackle disadvantage**

Action	Measures	Comments/ Progress	Status
Encourage active travel by extending our network of cycle routes	Progress/deliver walking and cycling projects/schemes in line with agreed capital programme	<p>A number of cycling and walking projects are progressing and these are listed below: -</p> <p>1) Active Travel Studies – six will be concluded this year. (Carluke and Law Area / Lanark / Hamilton / Bothwell, Uddingston and Blantyre Area / Strathaven, Stonehouse and surrounding villages and Larkhall)</p> <p>2) East Kilbride Cycle Network - This project on West Mains Road is split into phases to reflect current and anticipated future funding availability as well as connecting into the East Kilbride Rail Corridor Enhancement project being taken forward by Network Rail. Construction of a section on West Mains Road between Strathfillan Road to Torrence Road has recently been completed. A further phase will be completed later this financial year.</p> <p>3) Pedestrian and Cycle Counting equipment - Units have been installed at several locations, on B7056 Yieldshields Road, near Carluke / Ryflat Road, near Carstairs / Old Wishaw Road, Carluke / Station Road, Bothwell. Works are also proposed on West Mains Road, East Kilbride and other locations which have yet to be agreed with partners.</p> <p>4) Cycle Parking Provision in Town Centres – Works programmed in the coming months at six locations (Main Street, Uddingston / Main Street, Rutherglen / Glasgow Road Blantyre / Almada Street, Hamilton / Alberta Avenue, East Kilbride and Hamilton Road, Halfway).</p> <p>5) Cycle Shelters and parking stands in schools - proposed at three locations (Kirklandpark Primary School, Strathaven / Muiredge Primary School, Uddingston / Cathkin Primary School, Rutherglen)</p> <p>6) Cycle Route designs to be taken forward in nine project locations (Bothwell/ Uddingston Cycle Network (NCN74 Raith to NCN75 Uddingston / Clydesdale Cycle Network (Larkhall to Blackwood/ Carluke to Carstairs / Carluke and Law / Hamilton / Lanark / Cambuslang / Newton)</p> <p>7) Car Free Zones at Schools - two schools will be taken forward (Burnside Primary School and St Joseph's Primary School)</p>	Green

## Council Plan actions and measures

### Promote sustainable and inclusive economic growth and tackle disadvantage

Action	Measures	Comments/ Progress	Status
Support Glasgow City Region City Deal development programmes	Prepare Business case approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	Implementation of physical projects have been delayed following the Covid-19 pandemic, resultant lockdown and cessation of construction and enabling contracts. While the construction industry is returning to restart projects these are necessarily proceeding under reduced capacity in order to implement new safe working conditions, social distancing and following disruption to supply chains. Consequently work is ongoing to reprofile projects.	Amber

### Delivering the plan and achieving best value

Action	Measures	Comments/ Progress	Status
Take forward IT strategic developments	Creation of new Digital Strategy to cover 2020-2023		Report Later
	Digital transformation of customer facing services, including vanguard projects on data integration, business intelligence and artificial intelligence.	Partially impacted by Covid-19. Projects to be initiated from October 2020 onwards.	Report Later
Adjust the Council Workforce Plan to match the changed environment	Workforce Plans reconfigured and reported to committees	Work is ongoing to complete this, timescales being adjusted due to Covid	Report Later

## Delivering the plan and achieving best value

Action	Measures	Comments/ Progress	Status
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	All individual risk scorecards have been reviewed for the 21 top risk identified by the Resource. The annual risk report will be presented to the Senior Management Team 22 September for final sign off.	Green
Ensure monitoring, compliance and control of externally purchased services	Ongoing monitoring of the quality of care provided by externally purchased services	As outlined in Quarter 1 the Care Inspectorate are undertaking inspection in relation to Covid legislation and focusing on:  Key question 7: How good is our care and support during the COVID-19 pandemic?  7.1 People's health and wellbeing are supported and safeguarded during the COVID-19 pandemic  7.2 Infection control practices support a safe environment for both people experiencing care and staff  7.3 Staffing arrangements are responsive to the changing needs of people experiencing care  During this Quarter 2 period 5 South Lanarkshire Care Homes have been inspected, one good, and all other Adequate, follow up visits are planned as part of ongoing monitoring.  Of the twenty-one Supported Living Providers, 1 is adequate, 2, excellent and the remainder good/very good.	Green
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	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 have been submitted within timescales.	Green

**‘Report later’ measures**

– update of Connect Quarter 4 Progress Report 2019-20

Measure	Comments at Quarter 4 2019/2020	Updated Q4 status	Updated comments
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.	Green	<p>South Lanarkshire Young Carers Service commenced on 1 July 2020. Action for children have recruited staff, established premises and are in regular contact with Social Work Resources in order to support young carers. Action for children recently provided a detailed presentation to the Carers Partnership Group on 30 July.</p> <p>South Lanarkshire Young Carers Services has come on stream at a difficult time. Engagement with schools has been curtailed due to Covid restrictions, however, the service is engaging well with all partners.</p>
10% reduction in the Council's greenhouse gas emissions achieved by March 2021, compared to 2015/2016 (equivalent to 2% each year)	Carbon emissions for 2019/2020 will be known after the year end and reported around July 2020. Early indications are that emissions will have again decreased throughout 2019/2020.	Green	<p>44% reduction reported up to end 2019/2021.</p> <p>As reported to Corporate Management Team (CMT) on 6 August 2020 there are many reasons for this percentage reduction. Significant savings have been achieved following the LED Street Lighting replacement programme and the transfer of previously landfilled waste to an Energy from Waste plant for processing. Significant reductions in the electricity carbon conversion factor also influenced this figure.</p>

Measure	Comments at Quarter 4 2019/2020	Updated Q4 status	Updated comments
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.	Green	Neighbourhood plans completed for Fairhill, Cambuslang East and Burnhill. Plans for Blantyre and Larkhall completed by community and support in place for delivery. Preparatory work underway in Fernhill, Whitehill and Eddleston with plans due to follow shortly. Some difficulties in engagement due to COVID-19 restrictions remain which is slowing progress in new areas.
Maintain 3 year business survival rate (Support local businesses through effective company development activity and general business advice services)	Due to current COVID-19 crisis, update is incomplete.	Amber	The source for Business Demography figures is from the Office for National Statistics (ONS) (2018). The most recent updates (published July 2020) indicated that the 3 year survival rate for registered businesses (or businesses first registered 3 years previously) in South Lanarkshire was 56.3% in the period 2015 to 2018. This represented a drop of -6.2% over the data published last year (62.5%). Although below the set target, there was a significant rise in employment rates over the same period so it may be that these people are migrating to paid employment. Leaving self-employment to a job may be seen as a positive outcome for some, though as we move into the large redundancies expected it's possible this flow will reverse.
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.	Green	New networks and partnerships effectively established due to COVID-19 response work. Networks will continue to be developed and linked into Community Planning Partnership processes.

Measure	Comments at Quarter 4 2019/2020	Updated Q4 status	Updated comments
Work towards the 2020 accredited review of Investors in People (IiP) to achieve gold status	The IiP 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. Resource specific action plans are to be reviewed and updated taking cognisance of data generated via the 2019 Employee Survey. IiP co-ordinator to liaise with Resources to agree timescales and format of plans by end of June 2020.	Amber	Action Plans incorporating feedback from the employee survey are in the process of being developed. This will allow us to continue to invest in and value employees, identify areas for improvement, to allow us to make progress on the current position.

The 'Report later' status of the following LGBF indicators remains the same. As already reported the data will be published in 2021.

Local Government Benchmarking Framework (LGBF) Indicators	Comment
Percentage of total household waste that is recycled	These are Local Government Benchmarking Framework (LGBF) indicators. The LGBF results for 2019-20 are due to be published by the Improvement Service in February 2021.
Percentage of primary school pupils (P1, P4, P7 combined) achieving expected Curriculum for Excellence levels in Literacy	
Percentage of invoices sampled that were paid within 30 days - target 92.5%	

(Data/Information correct as at 12 November 2020)



# Report

4

Report to:	<b>Performance and Review Scrutiny Forum</b>
Date of Meeting:	<b>8 December 2020</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Audit Scotland Report - Local Government in Scotland Overview 2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Forum with a summary of the information contained within the Audit Scotland Report 'Local Government in Scotland: Overview 2020' published in June 2020

## 2. Recommendation(s)

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

- (1) that the key messages and recommendations be noted.

## 3. Background

- 3.1. In June 2020 Audit Scotland published the above report on behalf of the Accounts Commission. This 'overview' report is prepared each year and covers key areas of current and future activity relative to local government and an opinion on how these are or should be managed.
- 3.2. The report was produced prior to the Coronavirus pandemic and was issued "after careful consideration" because even though the world in which councils are operating has dramatically changed in the last few months, the Commission believes the report still contains important messages which will be helpful as part of the recovery.
- 3.3. This report provides a summary of the Local Government in Scotland Overview document.

## 4. Report Content and Key Messages

4.1. The report is divided into 3 main sections:-

- ♦ **The challenges.** This section analyses the challenges facing local government across a number of "landscapes" – political and economic; community needs; policy; and financial. Topics covered include:-
  - ♦ COVID-19 pandemic
  - ♦ withdrawal from EU
  - ♦ Scotland's changing economic situation
  - ♦ population growth, within which 65+ group is growing and % of children decreasing

- ◆ rising poverty levels
  - ◆ The National Performance Framework
  - ◆ The Fairer Scotland Duty
  - ◆ Health and Social Care Integration
  - ◆ Increasing cost pressures
  - ◆ Managing the funding gap
- ◆ **Doing things differently.** This section looks at where councils need to plan and implement changes that will allow them to meet the needs and improve the outcomes for their communities, in an increasingly challenging context. The core aspects that need to be considered by political and management leaders include:-
- ◆ Leadership
  - ◆ Change and improvement
  - ◆ Workforce planning
  - ◆ Partnership working
  - ◆ Community empowerment and engagement
- ◆ **Service case study focusing on planning.** The final section looks at Planning Services as an example of a service that has been significantly affected by reduced budgets and staff numbers in recent years, while at the same time being an important service supporting delivery on national policy outcomes such as inclusive, sustainable economic growth and protecting and enhancing the environment.

4.2. There are a number of key messages noted within the report, reproduced below. With respect to the 3.9% increase in funding within the second bullet point, Forum may wish to note that this includes funding for additional duties and commitments.

- ◆ Councils are working hard to deliver services to their communities, but the context they are working in is increasingly uncertain and complex. Demographic and social change is creating demand for services, while the strain on budgets continues to intensify. National policy commitments are increasing and the stresses on other public and third sector partners add to the difficulties in delivering services. The cumulative effect of these pressures on councils is beginning to show across service performance and use of financial reserves
- ◆ Scottish Government revenue funding to councils has reduced in real terms over the period 2013/2014 to 2020/2021 by 3.3%. Since 2017/2018, however, it has increased by 3.9% in real terms, to £10.7 billion in 2020/2021. This does not include additional funding in response to the COVID-19 pandemic. The strain on budgets is evident as councils continue to dip into their reserves to make ends meet. Medium-term funding levels are uncertain, making continued use of reserves to manage the funding gap unsustainable. Long-term financial planning is not well enough developed in many councils and in integration joint boards. Medium and long-term financial planning are important tools for making well-informed decisions and to effectively manage continuing financial challenges
- ◆ Alongside the uncertainty of funding levels, the scale and complexity of the challenges for councils and integration joint boards will continue to grow in the coming years. Change is needed in how they serve their communities, so that they are able to respond to the needs and improve outcomes for people into the future, in the most efficient and effective ways. More radical thinking is needed for longer-term solutions. It requires investment of time and capacity by political and management leaders, to analyse the range of challenges for the area,

develop the thinking and planning for the medium and longer term. This is difficult, in already demanding roles, but this investment is important

- ◆ Councils alone cannot improve outcomes for communities and achieve local priorities. The full potential of collaborative working with partner organisations and communities is not yet being realised. More progress is needed. Councils need to demonstrate strong leadership and collaborate with partners, including integration joint boards, NHS boards, the voluntary and private sectors, and their local communities. This is essential if they are to make best use of local resources, including the workforce, and demonstrate Best Value
- ◆ Workforce planning is fundamental to ensure that councils have the staff, skills and leaders they need to deliver change. Some progress has been made to improve workforce planning, but much more needs to be done. As the workforce ages, councils need to be more flexible and agile in how they deploy staff, work with partners and attract younger people to work in local government and respond to specific skills gaps. This also requires comprehensive workforce data and planning.

4.3. The report contains several **recommendations** for councils. These are listed below, together with an assessment of the position in South Lanarkshire Council:-

## Governance

Councils and integration joint boards need to:	SLC position
<ul style="list-style-type: none"> <li>◆ invest leadership capacity in analysing the challenges and planning for the future, including:- <ul style="list-style-type: none"> <li>◆ plans for how services will be delivered that reflect the scale of the challenges ahead and will deliver demonstrable improvement in outcomes for communities</li> </ul> </li> <li>◆ putting in place and continuing to develop medium and long-term financial planning that will inform ongoing review and implementation of plans for change</li> </ul>	<p>Work has been continued and expanded through the neighbourhood planning process, with the development of new locality planning structures to escalate shared priorities and challenges. This will shape the direction of service delivery alongside supporting communities to take the actions they can for themselves, with the ongoing focus remaining on outcome improvement. This will need difficult political decisions on priorities and which services are disinvested from.</p> <p>The Council prepares long term financial plans, covering 10 years, which identifies the key risks and opportunities facing the Council over the coming years. This helps inform the financial agenda for change in the organisation</p>
<ul style="list-style-type: none"> <li>◆ monitor and report on delivery of local priorities and outcomes while improving public performance reporting</li> </ul>	<p>Reports are prepared twice a year (at Q2 and Q4) against the priorities in the Council Plan Connect. At a Community Planning Partnership level there is an annual progress report on the outcomes within the Community Plan</p> <p>Public Performance Reporting is kept under review, with recent enhancements including Family Group analysis of the LGBF and the</p>

	further development of Annual Performance Spotlights which present information via infographics and accessible trend and target graphics
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## Collaboration

Councils and integration joint boards need to:	SLC position
<ul style="list-style-type: none"> <li>◆ maximise the potential of collaborative working by:- <ul style="list-style-type: none"> <li>◆ working alongside partners to improve community planning partnerships, so that they have a clearer strategic direction and take a more active role in leading local partnership working</li> </ul> </li> </ul>	<p>The implementation of the Community Planning Partnership review and engagement work to identify current priorities for both Council and Community Plans will improve the strategic leadership from the Board and their links to the new locality partnerships which are being established</p>
<ul style="list-style-type: none"> <li>◆ engaging with other councils, partners and communities in developing plans to improve and change the way services are delivered</li> </ul>	<p>There is a clear direction of travel in South Lanarkshire around building and strengthening partnerships at strategic, locality and neighbourhood level. Communities will continue to be engaged through the expanding neighbourhood planning process to give them ownership over improvement plans and a direct influence on service delivery</p> <p>Tools and good practice in other councils are identified and shared through the Change Managers Network which is facilitated through the Improvement Service and has membership from all 32 Councils in Scotland.</p> <p>Other examples of collaborative work include the council's engagement with the Regional Improvement Collaborative, Scotland Excel, and work with the Digital Office for Scottish Local Government.</p>
<ul style="list-style-type: none"> <li>◆ increase the opportunity for communities to influence or take control of local decision-making and, demonstrate how communities are supported to help design or deliver local services and improve outcomes</li> </ul>	<p>In addition to work on neighbourhood plans, Participatory Budgeting activities give communities opportunities to influence decision-making and help design local services</p> <p>A Members Awareness session for Elected Members on Participatory Budgeting took place in August 2019 and a report was taken to the Executive Committee in June 2020</p>

	<p>The Standards and Procedures Advisory Forum has agreed appropriate governance structures around participatory budgeting.</p> <p>Opportunities for service co-production have been taken forward – e.g., the redesign of throughcare and aftercare services involving children and young people.</p> <p>SLC is also looking to develop a Community Wealth Building strategy which will take a people-centred approach to local economic development and community wellbeing.</p>
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## Capacity and Skills

Councils and integration joint boards need to:	SLC position
<ul style="list-style-type: none"> <li>♦ develop leadership capacity and workforce planning arrangements including:- <ul style="list-style-type: none"> <li>♦ effective succession planning and capacity development for leadership positions</li> </ul> </li> </ul>	<p>Introduction of a Leadership Challenge Programme to facilitate transformational Leadership has not yet been implemented due to COVID19. Programme delivery method will be adapted as a blended learning approach</p> <p>Our Development Programmes have been replaced with an individualised learning approach delivered by a blended learning approach. This revised framework also provides an opportunity for employees at all levels, to access optional accredited management qualifications.</p>
<ul style="list-style-type: none"> <li>♦ approaches to increase the uptake of learning and development opportunities by Councillors, to ensure that they are equipped to respond to the challenging context and their role in planning for the future</li> </ul>	<p>Training needs analysis is designed to inform Elected Members programme of training and briefings which includes individual learning choices and methods of preferred learning</p> <p>COVID-19 has impacted on this year's planned programme, however, alternative e-solutions have been implemented to ensure that Elected Members have continued access to learning and development opportunities. Examples from this year's programme include Local Development Plan and climate change awareness, e-briefings and webinars on subjects from Participatory Budgeting to the operation of Childcare Hubs.</p>

<ul style="list-style-type: none"> <li>♦ improving the quality and range of workforce data to give a comprehensive profile of the current organisation-wide workforce</li> </ul>	<p>To supplement our existing data, we are in the process of recruiting a “Power BI” expert, in order to develop granular employment dashboards for managers. Power BI is a software tool for creating dashboards for data to improve business intelligence</p>
<ul style="list-style-type: none"> <li>♦ using this comprehensive workforce data to:- <ul style="list-style-type: none"> <li>♦ <i>identify and address skills gaps, including those related to lack of capacity or the age profile of staff</i></li> <li>♦ <i>plan for the skills required to deliver services, both now and in the future, including using skills from the third and private sectors, with a greater focus on collaborative and flexible working</i></li> </ul> </li> </ul>	<p>The new dashboards will provide more detailed workforce planning information and inform the Learning and Development Boards when considering skills gaps</p> <p>We are also looking at options for replacing/upgrading the existing Human Resources Management System</p>

## Services

Councils and integration joint boards need to:	SLC position
<ul style="list-style-type: none"> <li>♦ consider how the recommendations above relate to each service</li> <li>♦ For Planning Services this specifically includes:- <ul style="list-style-type: none"> <li>♦ ensuring the role of Chief Planning Officer is positioned to contribute at a strategic level to corporate level discussion and planning</li> </ul> </li> </ul>	<p>The requirement of each local authority to designate a Chief Planning Officer as part of the Senior Management Team was included in the 2019 Planning Act (Scotland) but secondary legislation has been delayed due to the Pandemic. The reports to Planning Committee have assumed that this role/title would go to the Head of Planning and Economic Development. The postholder is a Head of Service and a member of a range of corporate groups to ensure that Planning is seen as a vital legislative tool to drive development and economic development especially when the Council is acting as a developer</p>
<ul style="list-style-type: none"> <li>♦ developing detailed workforce planning and strategies that will respond to the changing skills needs of the service and consider at a national level how collectively the limited availability of planning professionals can be addressed</li> </ul>	<p>National shortage identified in a number of professional areas, including Planning, Environment Health and Building Standards</p> <p>Society of Personnel and Development Scotland (SPDS) professional network led by South Lanarkshire Council, is working nationally on these areas</p>

♦ providing effective leadership to staff for the cultural changes needed to respond to the shift in focus for this service	Using tools and good practice identified through the Change Managers Network, the Council will support senior managers to lead the cultural shift in the service
♦ implementing changes to how the service works to improve the level of partnership working and community engagement	Renewed strategic focus at partnership level will create a culture of supportive challenge, where services can be adapted to ensure that communities are engaged in design and delivery and the added value of partnerships is recognised in planning for change

## **5. Next Steps**

5.1. The Forum is asked to note the contents of this report.

## **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 implications for climate change, sustainability or the environment in terms of the information contained in this report.

## **9. Other Implications**

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

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

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

10.2. There is no requirement for consultation on the content of the report.

**Paul Manning**

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

4 November 2020

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

♦ Promote Performance Management and Improvement

## **Previous References**

♦ Performance and Review Scrutiny Forum, 18 June 2019

## **List of Background Papers**

♦ Audit Scotland Report 'Local Government in Scotland: Overview 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

5

Report to:	<b>Performance and Review Scrutiny Forum</b>
Date of Meeting:	<b>8 December 2020</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Dundee City Council and Aberdeenshire Council Best Value Assurance Reports (BVAR) Published by the Accounts Commission</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an overview of the recent Best Value Assurance Reports (BVAR) reports published by the Accounts Commission

## 2. Recommendation(s)

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

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

## 3. Background

- 3.1. South Lanarkshire Council was audited by Audit Scotland in October and November 2018, with the final report being published by the Accounts Commission on 28 March 2019.
- 3.2. South Lanarkshire Council considered the BVAR at its meeting on 26 June 2019. An action plan was presented to Council for approval, addressing each of the BVAR recommendations.
- 3.3. On 19 September 2019, the Forum agreed to consider summaries of BVAR reports as they are published by the Accounts Commission, in order to place the South Lanarkshire audit in context and keep members informed about noteworthy Best Value developments elsewhere.
- 3.4. This report summarises the key themes and recommendations from BVARs published since the last meeting of the Performance and Review Scrutiny Forum, namely:-
- ♦ Dundee City Council (published 29 September 2020)
  - ♦ Aberdeenshire Council (published 22 October 2020)

## 4. Summary of Key Messages and Recommendations

4.1. The key messages for Dundee City Council are:-

- ◆ The Council has demonstrated a steady pace of improvement since the last Best Value audit in 2010. The Council and its partners have a clear and ambitious vision for Dundee, with the City Plan and the Council Plan showing how they aim to improve life in the city. They understand that the key to this is addressing Dundee's high levels of poverty and inequality
- ◆ the Leader of the Council and Chief Executive provide effective leadership, and officers and councillors work well together. The Dundee Partnership has been successful in regenerating and reinvigorating the city centre through projects such as the Dundee Waterfront development, including the V&A Museum of Design Dundee and the new Dundee Railway Station. Progress is also being made in regenerating the wider city through projects such as the new Regional Performance Centre for Sport and the Michelin-Scotland Innovation Parc joint venture
- ◆ Council services are improving, and at a greater rate than its family group of peers. However, the Council recognises the pace of improvement needs to accelerate if some priorities are to be delivered, particularly its aspiration to reduce poverty and inequality
- ◆ the Council demonstrates a clear focus on continuous improvement across its activities. It uses self-assessment effectively to identify strengths and weaknesses and where improvement is required. However, regular performance reports for councillors, which include current performance data on all services, are still being developed
- ◆ the Council has innovative ideas and there is a large volume of improvement activity taking place. The Council needs to ensure that it has the capacity and skills to deliver its aspirations, and its improvements may need to be prioritised. Workforce plans need to be progressed for all services to help demonstrate this
- ◆ in 2019 the Dundee Drugs Commission made recommendations for a new approach to services which aim to reduce drug use and deaths, a significant longstanding challenge in the city
- ◆ financial management is effective with budgets focused on the Council's priorities. The Council has made good progress in financial planning with the approval of a long-term financial strategy in 2019
- ◆ delivery of the Council's Changing for the Future transformational change programme (C2022) will be critical to delivering future financial plans. A cumulative funding gap, prior to the COVID-19 impact, of £32 million is projected by the end of 2022/2023 with a longer-term funding gap of £78 million by 2029/2030.
- ◆ the Dundee Partnership has embraced the requirements of the Community Empowerment (Scotland) Act 2015. Eight Local Community Planning Partnerships deliver local projects to communities. Citizens' views informed how £1.2 million was spent on local projects in 2018/2019
- ◆ the Council's self-evaluation against Best Value characteristics, demonstrates a mature organisation that honestly appraises its own strengths and weaknesses and identifies where improvement is required

#### 4.2 The key messages for Aberdeenshire Council are:-

- ◆ since the last Best Value report in 2013, the pace of change has been slow in some key aspects of best value. In particular, the Council has not used performance and benchmarking data effectively and its approach to self-evaluation has been inconsistent. Despite this, the Council's monthly reputation tracker regularly shows high public satisfaction with most services. Decisive political and managerial leadership is needed to increase the pace, depth and continuity of improvement needed to demonstrate best value

- ◆ there are positive working relationships between officers and members and political decision-making is consensual. Council priorities are, however, vague and not sufficiently focused, and the Council has been slow to develop a performance framework. The Council reviewed its scheme of governance and implemented new scrutiny arrangements. After a slow start, scrutiny has improved but more challenge is required from elected members to drive improvement.
- ◆ over the past five years, there has been some improvement in the Council's performance against national benchmarking indicators. The Council performs above the Scottish average for pupils gaining five or more awards at Level 5, but educational attainment is poor for more disadvantaged pupils. Management of void housing is also an area of poor performance
- ◆ a more strategic approach to workforce planning is required to assist the Council in addressing the challenges it faces including an ageing workforce and supply shortages in areas such as teaching and social care. Although the pace of improvement has recently increased with the development of a workforce strategy, this is high level and lacks detail on how the Council plans to develop a workforce capable of meeting existing and changing demands
- ◆ area working is fundamental to the way the Council operates and it is embedded within its culture. Six area committees run alongside the four policy committees providing a vital connection with local communities, community planning groups and the community asset transfer process
- ◆ the Council regularly engages with communities on a range of significant matters, but there is less evidence to demonstrate the active involvement of communities in decision-making. There is a complicated landscape of local-level plans with inconsistent timescales for delivery. This makes it difficult for the Community Planning Partnership to demonstrate whether outcomes for local communities are improving
- ◆ partnership working is a strength at the Council. It works well with partners on the Regional Economic Group, City Region Deal, and Health and Social Care Partnership. In response to the COVID-19 pandemic, partners promptly established the Grampian Coronavirus Assistance Hub which effectively coordinated the volunteer response to support the vulnerable in the community
- ◆ the Council has had a relatively stable financial position but the rising cumulative funding gap has been exacerbated by the impact of the pandemic. Stronger leadership is required from elected members to establish fewer, clearer priorities, focus on what is most important and increase its pace in delivering more ambitious outcomes for its communities

#### 4.3 The recommendations for Dundee City Council are that:-

- ◆ consideration should be given to extending the support provided, to non-elected committee members
- ◆ regular performance reports need to be presented to members which include performance data for the current year, covering all services
- ◆ workforce plans need to be developed for all services to demonstrate that staff have the capacity and skills to deliver the council's priorities
- ◆ a strategic asset management plan, is to be developed, aligned to the financial and strategic service delivery plans
- ◆ a standardised business case template should be developed and completed for all capital projects including detailed options appraisal, whole life costing, and consideration of funding implications
- ◆ the Dundee Partnership needs to set out how it will measure the impact of its action plan to reduce inequality and poverty

- ◆ communication to citizens on the rationale for policy decisions should be reviewed
- ◆ prioritisation of improvement plans should be considered to focus on actions that will deliver the greatest impact for service users

4.4 The recommendations for Aberdeenshire Council are that the Council should take decisive action to establish a consistent approach to continuous improvement across all its services and drive positive change for its communities by:-

- ◆ reviewing its priorities and outcomes and including SMART measures and targets so that progress can be clearly demonstrated
- ◆ improving its approach to performance management by streamlining existing practices across services and supporting a culture of continuous improvement, including the use of benchmarking targets and family grouping data to provide elected members with a more rounded picture of the council's relative performance across services
- ◆ implementing an effective council-wide approach to self-evaluation including robust arrangements for monitoring agreed actions
- ◆ reviewing the scrutiny arrangements to ensure there is sufficient public scrutiny and that it effectively supports continuous improvement
- ◆ improving the performance of key services including educational attainment and housing relets
- ◆ continuing to develop its corporate approach to workforce planning by setting out the numbers and skills of staff required in the medium and longer term and concluding service-level plans by March 2021 as intended
- ◆ developing SMART criteria to assess the impact working in partnership has on improving outcomes, and consider whether the wide array of local plans is deliverable and demonstrates the best use of resources
- ◆ concluding the remaining locality plans as soon as possible
- ◆ continuing to develop area performance reporting that is timely and relevant at that level

## **5. Next Steps and Recommendations**

5.1. All BVAR reports and recommendations are available on the Audit Scotland website.

5.2. Further reports will be brought to the Forum as these BVARs are published, to keep Members informed on Best Value themes, topics and developments elsewhere in Scotland.

## **6. Employee Implications**

6.1. There are no employee implications.

## **7. Financial Implications**

7.1. There are no financial implications.

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

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

## **9. Other Implications**

9.1. There are no risk implications as a result of this report.

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

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

**Paul Manning**

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

4 November 2020

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

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

### **Previous References**

- ◆ None

### **List of Background Papers**

- ◆ Dundee City Council BVAR published by the Accounts Commission on 29 September 2020
- ◆ Aberdeenshire Council BVAR published by the Accounts Commission on 22 October 2020

### **Contact for Further Information**

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

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