



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 10 May 2021

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, 18 May 2021

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 2 March 2021 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

- 3 Local Government Benchmarking Framework (LGBF) 2019-2020 Results and Action Plan** 7 - 94
Report dated 5 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 Improvement Service Strategic Framework** 95 - 100
Report dated 5 May 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Urgent Business

- 5 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

PERFORMANCE AND REVIEW SCRUTINY FORUM

2

Minutes of meeting held via Microsoft Teams on 2 March 2021

Chair:

Councillor John Ross

Councillors Present:

Councillor Alex Allison, Councillor Robert Brown, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Eileen Logan (*substitute for Councillor Joe Fagan*), Councillor Katy Loudon, Councillor Jared Wark

Councillor's Apology:

Councillor Joe Fagan

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; G McKay, Head of Roads and Transportation Services; A McKinnon, Head of Facilities, Waste and Grounds 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; L Marshall, Finance Adviser; N Reid, Improvement and Community Planning Manager

Housing and Technical Resources

L Hayes, Performance and Support Adviser

Social Work Resources

L Purdie, Head of Children and Justice Services

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Performance and Review Scrutiny Forum held on 8 December 2020 were submitted for approval as a correct record.

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

3 Resource Plans and Council Plan 'Connect' Reporting 2021/2022

A report dated 19 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted providing an overview of key issues identified within the latest Resource Plans and the number and spread of measures for reporting against the Council Plan for 2021/2022.

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 2021/2022, as detailed in table 1 of the report.

For 2021/2022, Resources had re-cast their objectives as outcomes, focusing on outputs and results as opposed to activities and processes. This had reduced the complexity of the Resource Plans and had resulted in 40 Resource outcomes being identified, a reduction of 11 from the previous year.

A total of 245 measures had been identified within the Resource Plans, an increase of 15 from the previous year. Of those measures, 84 had been identified for reporting progress of 'Connect', a decrease of 5 reported against 'Connect' in 2020/2021. 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 new accelerated approach taken to preparing the Resource Plans for 2021/2022 had resulted in them being developed considerably earlier than in previous years. In addition to this new approach, the approval route for the Plans had also changed from previous years which would allow them to be presented to the Executive Committee early in the financial year on 28 April 2021.

Officers responded to members' questions on various aspects of the report.

The Forum decided:

- (1) that the key issues and areas of interest identified within the Resource Plans for 2021/2022, as detailed in table 1 of the report, be noted; and
- (2) that the number and spread of measures to be reported against Resource Plans and 'Connect' the Council Plan in 2021/2022, as detailed in table 2 of the report, be noted.

[Reference: Minutes of 29 September 2020 (Paragraph 6)]

Councillor Convery entered the meeting during this item of business

4 IMPROVe Red and Amber Results at Quarter 2, 2020/2021

A report dated 19 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on performance measures where IMPROVe results at Quarter 2, 2020/2021 had been recorded as either 'red' (there had been major slippage against timescale or major shortfall against target) or 'amber' (there had been minor slippage against timescale or minor shortfall against target).

Across all Resources, 18 out of 237 measures relating to Council priorities had a status of 'amber' and 3 had a status of 'red'. The remaining 216 measures (91%) had a status of 'blue' (project completed), 'green' (the timescale or target had been met in line with expectations) or report later (the information was not yet available to allow officers to say whether the target had been reached or not but would be reported when available).

For 2020/2021, there had been a decrease in the number of 'red' and 'amber' measures reported in comparison to the previous year. This was due, in part, to a continuing and comprehensive review of measures and targets which had resulted in fewer measures overall and greater clarity on when measures would be classed as green, amber or red.

An explanation on progress to date, the circumstances which had determined the 'red' or 'amber' status and details of any remedial or mitigating actions were provided in Appendix 1 to the report.

The information had been reported to individual Resource Committees, as appropriate, to enable more rigorous scrutiny at a Resource level to take place.

Officers responded to members' questions on various aspects of the report.

The Forum decided: that the report be noted.

5 The City of Edinburgh Council Best Value Assurance Report (BVAR) Published by the Accounts Commission

A report dated 9 February 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the Best Value Assurance Report (BVAR) 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 BVAR in relation to The City of Edinburgh Council which had been published on 26 November 2020.

The Forum decided: that the report be noted.

6 Urgent Business

There were no items of urgent business.

Report

3

To:	Performance and Review Scrutiny Forum
Date:	18 May 2021
Prepared by:	Executive Director (Finance and Corporate Resources)

Subject:	Local Government Benchmarking Framework (LGBF) 2019-2020 Results and Action Plan
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1. Purpose of report

1.1. The purpose of this report is to:-

- ◆ provide the Forum with the LGBF results for 2019-2020
- ◆ provide the Forum with explanatory narrative for the suite of indicators, including the proposed actions, where appropriate, being taken to address those LGBF indicators where the results are declining and/or are below the Scottish average
- ◆ provide a family group analysis of those LGBF indicators where the Council's result is below the Scottish average

2. Recommendations

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

- (1) that the importance of viewing LGBF measures in the local context, as detailed in the limitations and cautions section below (4.1-4.4) be noted;
- (2) that the results, narrative, actions and family group analysis identified following the scrutiny of the 2019-2020 results be noted;
- (3) that the Council's publication of these results, per statutory requirements, be noted; and
- (4) that the developments and events being undertaken by the Improvement Service/LGBF Board be noted.

3. Background

3.1. The core purpose of the Local Government Benchmarking Framework (LGBF) is to make comparisons on spend/cost, performance and customer satisfaction results over several years and also between similar councils. It comprises a suite of performance indicators, collated under the following service headings:-

- ◆ Children's Services
- ◆ Corporate Services (ie support services)
- ◆ Adult Social Care
- ◆ Culture and Leisure Services
- ◆ Environmental Services
- ◆ Housing Services
- ◆ Corporate Assets
- ◆ Economic Development
- ◆ Climate Change (new)
- ◆ Financial Sustainability (new)

- 3.2. These headings represent approximately 70% of local authority spend.
- 3.3. Publication of the LGBF results is a statutory requirement set out by the Accounts Commission in the Direction to local authorities as required by the Local Government Act 1992. It is seen as a key part of councils' commitment to Best Value, public performance reporting (PPR) and continuous improvement.
- 3.4. This report presents the 2019-2020 LGBF results (on a Resource by Resource basis) and sets out commentary and improvement actions against those indicators. Of particular interest in terms of continuous improvement are those indicators which are declining and/or falling below the Scottish average. The steps and actions identified in the report will not necessarily show immediate improvements - many are long term plans.
- 3.5. 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 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. Interpreting the LGBF Results: Limitations and Cautions

- 4.1. Although the LGBF results are available for all councils in Scotland – and therefore can be used to construct council league tables – the Improvement Service cautions against this approach, emphasising that the purpose of the data is to act as a “can-opener” for discussions about performance and improvement in the context of specific services, taking into account geography, demographics and local council priorities.
- 4.2. Within this report, South Lanarkshire's performance trend for the past 3 years is provided, together with the most recent year's performance relative to the Scottish average. As with the LGBF as a whole, these summary figures are intended to frame a closer examination of the underlying data and context for specific indicators. For this reason, it is necessary to pay close attention to the narrative against each indicator (provided in appendix 1) when forming a judgement about what the performance means in a South Lanarkshire context.
- 4.3. All statistics require, for correct interpretation, a knowledge of potential limitations. In particular, the following specific points should be borne in mind when reviewing the LGBF results:-
 - ◆ local policy decisions can impact on the LGBF results and interpretation of the data. This is particularly true for cost indicators in the LGBF suite, where lower costs are generally equated with good performance. In these instances, where the Council has opted to invest resources (e.g., in roads maintenance or in the school estate), costs will appear higher than the Scottish average or for comparable councils, and performance may be assessed as 'worse'
 - ◆ a number of satisfaction measures within the LGBF are derived from the Scottish Household Survey (SHS). There are important limitations to this data – which the Council has highlighted for several years now. First, the number sampled is very small relative to the population – in 2019, interviews were carried out with 423 adults in South Lanarkshire, equating to less than 0.2% of the adult population. Second, survey respondents are asked how satisfied they are with services even if they have not used the service in question. Third, for these indicators, the Council conducts its own surveys of service

users so that it can closely monitor and respond to user experiences. These surveys – of people who have used the services – invariably rate the services more highly than the SHS.

- ♦ the figures within the LGBF are the result of a wide range of service provision models and data collection processes carried out in each of Scotland's 32 councils. While the LGBF endeavours to achieve high standards of completeness and consistency, there are inevitably differences between councils and between indicators in terms of what is counted and how it translates into LGBF performance

- 4.4. These points are not intended to undermine the LGBF results. Rather they serve to emphasise the importance of looking individually at each service and each indicator to understand the local drivers and determinants of performance.

5. Results and Key Messages

- 5.1. The report attached as Appendix 1 summarises the recent results for South Lanarkshire Council, indicating whether performance in 2019-2020 has improved (↑) or declined (↓) compared with 2018-2019 results, and if performance is better (✓) or worse (X) than the Scottish average in 2019-2020. It also includes explanatory narrative for the movements in performance between 2018-2019 and 2019-2020.
- 5.2. The table below summarises South Lanarkshire Council's performance, which should be considered in the context of the impact of responding to Covid 19. The Forum is also asked to note the indicators for which data collection has been disrupted due to Covid – noted at 6.4 below.

Table 1 – Summary of performance of LGBF Results

KEY:		Number (%) of indicators		
		2017-18	2018-19	2019-20
South Lanarkshire performance				
↑	improving performance in SLC	32 (40%)	34 (38%)	32 (35%)
↓	declining performance in SLC	35 (44%)	34 (38%)	41 (45%)
↔	No change in performance in SLC	2 (2%)	3 (3%)	1 (1%)
----	Results/trends not available	11 (14%)	18 (21%)	17 (19%)
Comparison with Scottish average				
✓	SLC results better than Scottish average	39 (49%)	44 (49%)	36 (39%)
X	SLC results worse than Scottish average	28 (35%)	28 (32%)	38 (42%)
↔	SLC results same as Scottish average	2 (2%)	3 (3%)	0 (0%)
----	Results not available	11 (14%)	14 (16%)	17 (19%)

(All data correct as at January 2021 release of results)

- 5.3. Across the 91 indicators in the 2019-2020 suite, South Lanarkshire Council's performance improved against 32 (35%) indicators, remained the same against 1 (1%) indicator, and declined for 41 (45%) indicators (list of declining indicators is at Appendix 2). There are 17(19%) indicators for which the results or trend information is not yet available for 2019-2020.

- 5.4. In terms of South Lanarkshire's figures relative to the Scottish results, performance was better than the Scottish average for 36 (39%) indicators and was worse than the average for 38 (42%) indicators. There are 17 (19%) indicators for which the 2019-2020 results are not yet available.
- 5.5. Following an Audit Scotland recommendation, the Forum (at its meeting on 26 November 2019) noted the introduction of family group analysis in the annual reporting of the Council's LGBF results. The family group analysis focuses on those indicators where the Council is performing worse than the Scottish average. Based on the 2019-2020 results, this relates to 38 (42%) indicators. This analysis is attached at Appendix 2.

6. Publication of the Data

- 6.1. The Improvement Service along with the LGBF Board, the Directors of Finance sub group, Scottish Government and other organisations, have been working to tighten up the information gathering process. To this end, the 2019-2020 data released in February 2021 is considered final. In line with previous years, the Improvement Service has uploaded the latest data to the online LGBF visualisation tool which enables anyone, including members of the public, to explore the results for themselves - [mylocalcouncil](https://mylocalcouncil.org.uk/).
- 6.2. Aside from this, at a local level each council is required to publish its own results at the same time as the official publication by the Improvement Service. As in previous years, the LGBF results information for South Lanarkshire Council has been uploaded on to the Council's website, together with contextual information about and explaining the indicators.
- 6.3. To coincide with this release of the data, a national overview report is published by the Improvement Service, which looks at trends and results across Scotland as a whole.
- 6.4. The impact of Covid has affected data collection for some indicators, notably in social care and in education. These are noted below for information.

Social Care

SW1 Care at Home hours delivered, SW3 Balance of Care and SW5 Residential Care Home residents: Scottish Government has paused its Quarterly Monitoring Return this year due to Covid, therefore, Social Work Scotland have agreed to facilitate a separate return to gather key social care data to avoid a gap in this important time series. The data request was circulated to Chief Social Workers and Social Work Resources has confirmed that all the data can be provided.

SW6 Readmissions within 28 days: due to data availability issues, this year the data will be presented as calendar year, rather than financial year.

Education

CHN 13a, CHN 13b, CHN14a and CHN14b – Broad General Education (BGE) Numeracy/Literacy: data from Teacher Judgements was not collected this year due to Covid, therefore, these indicators will not be included in this year's publication.

CHN4-CHN7 and CHN12a-12f - Senior Phase Attainment Data: The Scottish Government has not yet confirmed timescales due to this year's methodological issues, but the Improvement Service is working with them to try and ensure data is available within the above timescales. Caveats will be included to reflect that changes in methodology this year will have an impact on trend data.

7. Next Steps

- 7.1. The actions identified in the comments column in Appendix 1 will be taken forward.
- 7.2. As noted at 6.1 above, these results are to be considered final, however, a refresh of the data will be released by the end of May 2021 following completion of the Scottish Government final validation process on the financial data, and to allow inclusion of any as yet unavailable results. Updates will be made, as appropriate, to the performance data and narrative uploaded onto the Council's website.
- 7.3. The Forum is asked to note that the Improvement Service continues to review and develop the suite of indicators. For example, there are new measures within the suite for Financial Sustainability (FINSUS1 to FINSUS5) and Climate Change (CLIM1 and CLIM2).
- 7.4. The Improvement Service organise annual benchmarking events, in which colleagues from specific services representing all local authorities are invited to attend, to come together to learn and share good practice for their particular area of operation. The Improvement Service align these events with existing networks/forums wherever possible, minimising duplication of discussions and bringing together relevant expertise. During the Covid crisis during 2020, these events have not taken place. The Council will continue to support these events when they resume.

8. Employee Implications

- 8.1. There are no employee implications.

9. Financial Implications

- 9.1. There are no direct financial implications arising from this report.

10. Climate Change, Sustainability and Environmental Implications

- 10.1. There are no climate change, sustainability or environmental implications as a result of this report.

11. Other Implications

- 11.1. There are no risk or other implications associated with the content of this report.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore, no impact assessment is required.
- 12.2. Consultation has taken place with Resources in gathering the information and explanations included within this report and appendices.

Paul Manning

Executive Director (Finance and Corporate Resources)

5 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Achieve results through leadership, good governance and organisational effectiveness
- ◆ Ambitious, self-aware and improving

Previous References

- ◆ Performance and Review Scrutiny Forum - Local Government Benchmarking Framework – Family Group Analysis – 26 November 2019
- ◆ Performance and Review Scrutiny Forum - Local Government Benchmarking Framework (LGBF) 2018-2019 Results and Action Plan – 18 February 2020

List of Background Papers

- ◆ LGBF results 2019-2020

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: 845 4904 (Tel: 01698 454904)

Email: tom.little@southlanarkshire.gov.uk



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
Children's Services	CHN 1	Cost per primary school pupil	£4,948.00	£5,513.00	£5,709.00		£5,595.00		<p>Our cost per primary school pupil has risen in 2019-20 and is above the national average due to several factors: there has been increased expenditure within the primary sector on staff cost as a result of the national pay settlement and in particular the cost of teachers pensions; council investment in new Education priorities including Holiday Lunch clubs, Breakfast clubs and an increase to the payment level for footwear and clothing grants as well as support for additional staffing in the primary sector to support children in classrooms with ASN. In addition there has been an increase in primary school spend on the capital replacement programme and revenue costs associated with the primary school modernisation programme as well as property related costs for utilities</p> <p>However, these cost results give no indication of the quality of education delivered. SLC's results are linked directly to our position in ensuring our level of spending on education is supporting the delivery of high quality learning experience and environments for all South Lanarkshire's pupils at all levels of their education.</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									All of these increased costs are as a direct result of a positive policy based investment decision supporting our primary sector and young people and demonstrates the Council's commitment to initiatives supporting schools.

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN 2	Cost per secondary school pupil	£6,630.00	£6,879.00	£7,184.00		£7,531.00		The cost per secondary school pupil in South Lanarkshire has increased but is lower than the Scottish Average. The increase can be attributed to a number of areas including the continuing investment in the secondary school estate including increased utilities and rates costs for our new schools and costs for our PPP contract commitments; costs associated with teachers salaries including pay award and pension costs as well as additional cost of teachers based on pupil growth and new initiatives in secondary staffing from Council investment priorities. Like primary the secondary school have benefited from increased support for footwear and clothing grants and new national programmes for young people for Counselling and sanitary support. Expenditure on secondary schools is a significant cost in terms of local authority education. Comparisons between councils enable an informed debate as to why variations exist and where best practice exists and lessons to be learned. Looked at in isolation this measure gives no indication of the quality of the education delivered. South Lanarkshire's results are linked directly to our position in maintaining our level of spending on



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									<p>education relative to other local authorities during a challenging economic period. In addition, the council has invested significantly in modernising its school estate in supporting the delivery of high quality learning environments for all South Lanarkshire's pupils at all levels of their education. The information on cost can be looked at alongside other information on attainment and the positive destinations of pupils.</p> <p>All of these increased costs are as a direct result of a positive policy based investment decision supporting our secondary sector and young people and demonstrates the Council's commitment to initiatives supporting schools and growing pupil numbers in secondary.</p>



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN 3	Cost per pre-school education place	£3,896.00	£4,614.00	£7,065.00	↓	£6,783.00	✗	<p>The cost per pre-school education registration in South Lanarkshire has increased and is higher than both the family group median and the Scottish average for a few main reasons: South Lanarkshire has invested in its ELC service in two main areas over and above the national expansion plans and has introduced a new policy around early access for 3 year olds as well as investment in around +50 Modern Apprentices supporting ELC each year. In addition a new nursery has been opened, pre expansion, as well as the support for ELC staff at new evaluated grades.</p> <p>Expenditure on pre-school education is a significant cost in terms of local authority education. Comparisons between councils enable an informed debate as to why variations exist and where best practice exists and lessons to be learned. Looked at in isolation this measure gives no indication of the quality of the education delivered.</p> <p>The investment made recognises the importance placed on ELC in this authority and a revised admission policy for ELC delivery for children immediately following</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									their third birthday supports both families and children at an earlier stage. Additionally the salary costs and the policy to support MAs to grow our own has been a positive investment decision made in this expanding area of service delivery.
	CHN 4	Percentage of pupils gaining 5+ awards at level 5	63.0%	64.0%	66.0%		64.0%	✓	Performance in South Lanarkshire has improved and is above the Scottish Average. Raising attainment and achievement of all children and young people helps to ensure that they are best prepared for life beyond school and helps to tackle the effects of poverty and disadvantage.
	CHN 5	Percentage of pupils gaining 5 or more awards at level 6	36.0%	36.0%	39.0%		38.0%	✓	Performance in South Lanarkshire has improved and is above the Scottish Average. Raising attainment and achievement of all children and young people helps to ensure that they are best prepared for life beyond school and helps to tackle the effects of poverty and disadvantage.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN 6	Percentage of pupils from deprived areas gaining 5 or more awards at level 5	41.0%	45.0%	46.0%		47.0%		Performance in South Lanarkshire increased in 2019-2 and is slightly below the national average. However it is equal to the average performance of a group of similar local authorities used nationally for comparing performance. Attainment continues to be in line with the improving performance trends shown at the national level. This measure is influenced by curricular models and the selection of more appropriate routes to positive destinations for young people. South Lanarkshire is focused on raising attainment and achievement of all children and young people helping to ensure that they are best prepared for life beyond school and helping to tackle the effects of poverty and disadvantage.

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN 7	Percentage of pupils from deprived areas gaining 5 or more awards at level 6	17.0%	19.0%	22.0%	↑	21.0%	✓	Performance in South Lanarkshire increased in 2019-20 and is above the national average. Attainment continues to be in line with the improving performance trends shown at the national level. This measure can be influenced by curricular models and the selection of more appropriate routes to positive destinations for young people. Raising attainment and achievement of all children and young people helps to ensure that they are best prepared for life beyond school and helps to tackle the effects of poverty and disadvantage.
	CHN 8a	The gross cost of "Children Looked After" in residential based services per child per week	£2,371.00	£2,817.00	-----	-----	-----	-----	Data not yet available
	CHN 8b	The gross cost of "Children Looked After" in a community setting per child per week	£228.39	£240.44	-----	-----	-----	-----	Data not yet available
	CHN 9	Percentage of children being looked after in the community	88.60%	89.90%	-----	-----	-----	-----	Data not yet available

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN10	Percentage of Adults satisfied with local schools	73.33%	76.13%	76.47%		71.83%		It is important to capture some element of the quality of children's services in terms of the service user's opinions. Currently the only data for this which is comparable across all 32 Scottish councils is measured from data gathered by the Scottish Household Survey. The three year rolling-average for South Lanarkshire from the survey shows 76.5% of adults expressed satisfaction with local schools which is an improving position and above the national average.
	CHN11	Percentage of pupils entering positive destinations	96.40%	95.70%	-----	-----	-----	-----	Data not yet available



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN12a	Overall Average Total Tariff	919	896	934	↑	929	✓	The overall tariff level in SLC increased in 2019/20 and is above the national level. The tariff scale provides a measure of the latest and best achievement in each subject area for national qualifications and a range of wider awards. Qualifications are awarded tariff points based on their Scottish Credit and Qualification Framework (SCQF) level. Average tariff scores are calculated from the latest and best achievement of pupils during the senior phase (S4-S6) across a range of awards included in a national benchmarking tool. This offers a wider measure of achievement to consider alongside the narrower LGBF attainment measures (CHN 4 to CHN7). This measure can be influenced by curricular models and the selection of more appropriate routes to positive destinations for young people.
	CHN13a	% of P1, 4, 7 pupils combined achieving expected Curriculum for Excellence Level in Literacy (New)	-----	72.0%	-----	---	-----	---	Data not yet available

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN13b	% of P1, 4, 7 pupils combined achieving expected Curriculum for Excellence Level in Numeracy (New)	-----	79.0%	-----	-----	-----	-----	Data not yet available
	CHN14a	Literacy attainment gap P1,4,7 combined - % point gap between the least deprived and most deprived pupils (New)	-----	19.40%	-----	-----	-----	-----	Data not yet available
	CHN14b	Numeracy attainment gap P1,4,7 combined - % point gap between the least deprived and most deprived pupils (New)	-----	15.37%	-----	-----	-----	-----	Data not yet available
	CHN17	% of children meeting developmental milestones	68.10%	-----	-----	-----	-----	-----	Data not yet available

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Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN18	% of funded early years provision which is graded good/better	94.49%	93.75%	88.50%		90.20%		<p>There has been a decrease in performance from the previous year and this is now slightly below the Scottish Average. We worked with the funded providers with lower grades to agree an improvement programme with the Scottish Government Improvement Unit. The funded providers have addressed the areas for improvement however, due to the Covid-19 restrictions, follow up inspection activity by the Care Inspectorate and joint work with the Scottish Government Improvement Unit has not yet taken place. We aim to provide a high-quality learning experience for all children and we recognise the value of giving our children the best start in life.</p> <p>SLC's journey to delivering 1140 hours commenced in August 2017, moving towards implementation for August 2020. In line with their implementation plan, different patterns of spend resulted with individual LA payment to funded providers as well as the phasing of the children receiving 1140 hours. In 2019-20 the Council increased funded providers to deliver 800 hours of ELC - an increase from 600 hours. There was also</p>

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									<p>increased numbers of children in local authority nurseries receiving 1140 hours. In addition, in line with the implementation plan there was expansion in the number of staff employed in local authority nurseries.</p> <p>Early access for 3 year olds was introduced with direct impact on spend to funded providers as well as staffing in local authority nurseries to meet this expanded provision.</p> <p>As 1140 hours was rolled out in local authority nurseries, 'free' brunch, lunch or afternoon tea provision was introduced with new costs of delivery of such food provision.</p> <p>As such, the total budget spent on cost per pre-school education increased, driven by the changed models of delivery and the timescale of the implementation plan.</p>
	CHN19a	School attendance rate	-----	92.90%	-----	-----	-----	-----	Data not yet available
	CHN19b	School attendance rate - looked after children	-----	86.49%	-----	-----	-----	-----	Data not yet available
	CHN20a	School exclusion rates (per 1,000 pupils)	-----	21.20	-----	-----	-----	-----	Data not yet available
	CHN20b	School exclusion rates (per 1,000 looked after children)	-----	-----	-----	-----	-----	-----	Data not yet available



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Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CHN21	Participation rate for 16-19 year olds	92.50%	92.64%	92.70%	↑	92.13%	✓	A young person is deemed to be participating when they are actively engaged with an organisation for the purpose of learning, training or work – work includes volunteering. This annual participation measure reports on the activity of the wider 16-19 year old cohort, including those at school. South Lanarkshire's performance is both improving compared with the previous years and is above both the national average and all authorities in the comparator group.
	CHN22	% of child protection re-registrations within 18 months	8.10%	5.90%	-----	-----	-----	-----	Data not yet available
	CHN23	% LAC with more than 1 placement in the last year (Aug-July)	18.60%	16.00%	-----	-----	-----	-----	Data not yet available





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Climate Change	CLIM 1	CO2 Emissions area wide per Capita (New)	5.01	4.92	-----	-----	-----	-----	The UK's Department of Business, Energy and Industrial Strategy (BEIS) publishes carbon emission statistics for all local authority areas. The most recent figures for 2018 were published in June 2020 (two-year lag on data). This dataset includes emissions from all sectors including those that are not considered under the scope of the Council's influence. The statistics have shown that South Lanarkshire's emissions have reduced by 1.51% when compared to the previous year (reduced to 4.9 from 5.0). This compares with Scotland's overall reduction of 1.65% for the same sources (reduced to 5.3 from 5.4)



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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CLIM 2	CO2 Emissions area wide: emissions within scope of LA per Capita (New)	4.07	3.97	-----	-----	-----	-----	The UK's Department of Business, Energy and Industrial Strategy (BEIS) publishes carbon emission statistics for all local authority areas. The Council reports this information within the Sustainable Development and Climate Change Strategy and the Annual Performance Report. The most recent figures for 2018 were published in June 2020 (two-year lag on data). The emissions identified as under the scope of the Council's influence are Domestic, Industry and Commercial, and Transport (excludes large industrial sites, railways, motorways and land-use). The statistics have shown that South Lanarkshire's emissions have reduced 2.17% when compared to the previous year (reduced to 4.0 from 4.1). This compares favourably with Scotland's overall reduction of 1.71% for the same sources (reduced to 4.9 from 5.0).
Corporate Asset	CORP-ASSET1	Percentage operational buildings that are suitable for their current use	96.47%	96.30%	96.80%		82.47%		Continued implementation of the Council's asset management strategy and plans has resulted in a clear focus in optimising Council buildings to ensure they are suitable.



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	CORP-ASSET2	Percentage internal floor area of operational buildings in satisfactory condition	86.76%	87.40%	87.50%		88.62%		Despite the current financial climate, the figures show that, through programmes of Prioritised Capital Investment and Planned Preventative Maintenance, performance remains positive. The restrictions placed on capital investment during the current capital programme will provide challenges to sustained performance and we will continue to challenge the requirement for our assets, retaining only those that support our strategic objectives, in order to establish a core estate.
Corporate Services	CORP1	Support services as a percentage of total gross expenditure	4.42%	4.32%	4.01%		4.08%		The small decrease in the cost of support services as a percentage of total gross expenditure reflects a decrease in support costs alongside an increase in the gross expenditure of the council. The decrease in support costs is due to a number of factors including savings achieved. Looking forward, work continues across a number of services that will see reductions in the level of support costs, specifically in relation to Finance, IT, and Legal Support.



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	CORP3b	The percentage of the highest paid 5% employees who are women	45.87%	48.80%	51.98%		56.70%		<p>There has been an increase in the proportion of women in the top 5% earners in the Council between 2018-19 and 2019-20. This is due to the significant number of females who have received an increment or have been regraded, thus increasing their earnings at the grades included in the top 5%.</p> <p>We continue to work in line with our current policies and processes to ensure that our female employees at that top end (which can shift depending on where the 5% falls), are being progressed appropriately. Our picture is improving year on year and we need to keep a focus on that along with the work that we continue to do in line with our equalities duties.</p>

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	CORP3c	The gender pay gap	6.07%	5.10%	5.10%		3.42%		<p>There has been no change in the gender pay gap recorded by the Council between 2018-19 and 2019-20.</p> <p>It remains a priority for SLC to improve this result for the Gender pay gap.</p> <p>Actions:</p> <p>Regular and continual Equal Pay Audits to Monitor Pay to identify any unfair, unjust or unlawful practices that impact on pay, and take appropriate remedial action.</p> <p>We will continue to plan and implement actions in partnership with trades union representatives in the line with the principles of "Delivering a fairer future"; provide training and guidance for those involved in determining pay; monitor pay statistics annually in addition to conducting Council-wide Equal Pay Reviews in accordance with our equalities duties.</p> <p>The council has living wage accreditation</p> <p>We have restructured and streamlined Pay Grades and levels within to ensure consistency and fairness across all levels.</p> <p>The pay gap information has been updated, following a back dated Job Evaluation exercise for Early Years.</p>





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									Recent recalculations for the equalities mainstreaming report show a pay gap of 4.34%. This again shows an improving picture. The changes already made and the commitment to the Living Wage should show a continued improvement in this figure. At Grade 2 there are specific issues with male dominated roles (Craft) at the top levels and female distributed roles (Admin for example) at the lower levels. This produces a skewed picture for the part time pay gap where male craft employees are flexibly retiring. We continue to deliver Delivering a Fairer Future to encourage a reduction in occupational segregation.
	CORP4	The cost per dwelling of collecting Council Tax	£7.22	£6.63	£6.48		£6.58		Cost of collection reduced compared with previous year. The reasons for this reduction include lower diligence costs and a higher number of chargeable properties.



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Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	CORP6a	Sickness absence days per teacher	5.90	6.10	7.25	↓	6.40	×	<p>The number of working days lost for FTE Teachers has increased by 1.2 days, compared with last year.</p> <p>We continue to provide a number of supports for managers which includes single points of contact, monthly meetings with HR and Heads of Service to discuss and support long term absence cases as well as recurring absences. Localised briefings and training sessions are undertaken as required and Learn on Line Webinars have been developed in order to advise and support managers on the Maximising Attendance Procedures.</p>
	CORP6b	Sickness absence days per employee (non teacher)	11.50	11.90	12.76	↓	12.00	×	<p>The number of working days lost for FTE employees has increased by 0.78 days.</p> <p>We continue to provide a number of supports for managers which includes single points of contact, monthly meetings with HR and Heads of Service to discuss and support long term absence cases as well as recurring absences. Localised briefings and training sessions are undertaken as required and Learn on Line Webinars have been developed in order to advise and support managers on the Maximising Attendance Procedures.</p>



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	CORP7	Percentage of income due from Council Tax received by the end of the year	96.20%	96.20%	95.90%		95.75%		The income collected this year was less than the target and last year due to the impact of the Covid-19 crisis on the final collection push in March 2020. Payments not collected will be pursued as part of the arrears collection process.
	CORP8	Percentage of invoices sampled that were paid within 30 days	94.55%	92.10%	89.50%		91.70%		<p>Invoices are consistently input to the system within a week of receipt, however, the manual intervention required to resolve invoice queries is having a negative impact on payment performance. Finance staff proactively discuss issues with Resources on a regular basis and work together to improve performance. An improvement in performance is anticipated in 2020-21.</p> <p>Payables performance to date in 2020-21 is 91%, so we anticipate achieving the annual target of 90%, although this may be dependent on the ongoing exercise to release social work invoices for payment following the change from planned to delivered care in December 2020</p>



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Culture & Leisure Services	C&L1	Cost per attendance at sports facilities	£2.35	£2.56	£2.77		£2.71		<p>The cost per attendance at sports facilities in South Lanarkshire has increased slightly compared to 2018-19, this is due to the reduction in income and increase in staff costs due to the annual pay rise, however the cost per attendance is only very slightly over the Scottish average by £0.06 per visit.</p> <p>Due to Covid-19 from March 2020 all centres were closed due to lockdown, it is expected that this will have a major effect for 2020-21 results.</p>

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	C&L2	Cost per library visit	£3.56	£3.62	£3.00		£2.00		<p>The cost per library visit in South Lanarkshire in 2019-20 has decreased by £0.62 positioning it lower than the previous two financial years, although it still remains higher than the Scottish average.</p> <p>During 2019-20 the recording of virtual visits by the Libraries Service was changed in line with the nationally agreed definitions. This is reflected in the reduced cost per library visit.</p> <p>Library staff continued to develop the programme of library activities as well as the virtual service offer. This offer will be reviewed to maximise the inclusivity of activities removing existing barriers where possible.</p>

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	C&L3	Cost of museums per visit	£3.15	£2.92	£2.93		£3.27		<p>The cost per museum visit is consistent with the cost per visit of 2018-2019 and remains lower than the Scottish Average by £0.34 per visit.</p> <p>Despite the decrease in physical attendances, virtual visitors have increased.</p> <p>Museum staff will continue to develop the programme as well as its online services in order to attract more visitors.</p>



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	C&L4	Cost of parks and open spaces per 1,000 population	£24,807	£24,710	£25,533	↓	£20,107	✗	<p>Overall costs have increased slightly (approx. 3%) on the 2018-19 figures and therefore 3% increase can be explained through the pay award. Costs in effect have stayed static.</p> <p>Our costs are higher than the Scottish average and the reason for this is the range of services provided in South Lanarkshire which includes maintenance of golf courses, sports grounds and care of gardens. Not all authorities provide or include these costs and, in addition to this, SLC covers a large land mass with diverse landscapes and this results in higher costs, for instance travelling.</p> <p>We have historically included these costs as they are part of the overall service provision and therefore the overall costs. In previous years a Service Profile Table (SPT) was completed and this covered the areas maintained. It made reference to 'Number of OAP/ Senior Citizens/ Disabled gardens maintained' hence reason to include these costs. The SPT was used when referencing costs against the overall Performance Network position.</p> <p>This year's return did not include an SPT</p>



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									however the Management returns had been amended to include this on data input sheet 3 of 7. On this basis it is believed that by asking if we provide the service we should include the costs. The APSE LGBF Collated Info clearly highlights the level of service we provide in advance of some neighbouring authorities and Care Of Gardens is one example used in the explanatory narrative. This could also be replicated for golf, football and bowling provision where our numbers clearly out strip our neighbours.

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Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	C&L5a	Percentage of adults satisfied with libraries	67.67%	70.57%	69.90%		72.37%		<p>This indicator is derived from the Scottish Household Survey. Compared to the previous year, the level of satisfaction with libraries decreased in 2019-20 to 69.9%, from 70.6% in the previous year. This is below the Scottish average (72.4%).</p> <p>Some further investigatory work will be undertaken, particularly as SLLC's own exit interviews with library users shows a 2% increase in customer satisfaction on the previous year.</p> <p>Some caution should be taken with this Scottish Household Survey data as not all people surveyed are direct users of the service, and the sample size for the survey is small. South Lanarkshire Leisure and Culture's own exit interviews with library users, carried out over the course of the year shows a satisfaction level of 95%, an increase of 2% on the previous year (based on a sample size of 1.5% of our 37,000 Active borrowers).</p>



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	C&L5b	Percentage of adults satisfied with parks and open spaces	80.33%	80.43%	77.10%		83.50%		<p>The service achieved a rating of 77.1% which is a slight reduction on the previous year's figure and below the Scottish National Average.</p> <p>Work will be undertaken to investigate the extent of the survey including numbers and profile of those surveyed in order to understand best how our performance has reduced.</p> <p>This is difficult to explain when we are reliant on figures from a survey where we have no control on who or what is asked. It is believed that the numbers involved in the survey are low hence the comment on investigating the extent of the survey in order to try and understand the figures. We have historically had poor results in the satisfaction levels and whether this is down to public perception or the fact that areas such as East Kilbride previously had the Development Corporation effectively throw money at service provision, which we cannot do. Savings in recent years are running around £2million, so despite still spending more per 1,000 population the public only see what we have reduced.</p> <p>Some of our own surveys have not even</p>



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									<p>reached the levels provided through the National Household Survey. It could be assumed that the public do not see the level of expenditure in providing Care of Gardens, Golf, Football, Bowling etc and do not relate satisfaction levels to these areas of service provision.</p> <p>Whilst our figures may be lower than the Scottish average we are working at the same level as we were a couple of years ago when the service was successful in the Best and Most Improved Council – Parks, Open Spaces and Horticultural Services 2018.</p>





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	C&L5c	Percentage of adults satisfied with museums and galleries	68.00%	68.37%	65.37%		69.30%		<p>This indicator is derived from the Scottish Household Survey. Compared to the previous year, the level of satisfaction with museums decreased by 3%, from 68.4% in 2018-19 to 65.4% in 2019-20. This is below the Scottish average (69.3%).</p> <p>However, some caution should be taken with this Scottish Household Survey data as not all people surveyed are direct users of the service. South Lanarkshire Leisure and Culture's own formal exit interview, carried out over the course of the year with museum visitors, shows a satisfaction level of 97%, (based on a sample size of .5% of attendances). Other forms of feedback were also undertaken which collectively sampled a further 1% of overall attendances; these were based around more specific experiences</p>



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	C&L5d	Percentage of adults satisfied with leisure facilities	67.33%	68.27%	66.60%		70.10%		<p>The Scottish Household Survey shows that the percentage of adults satisfied with leisure facilities decreased by 1.7%, from 68.3% in 2018-19 to 66.6% in 2019-20. This is below the Scottish average (70.1%).</p> <p>However, some caution should be taken with this Scottish Household Survey data as not all people surveyed are direct users of the service, and the sample size for the survey is small. SLLC carries out its own satisfaction survey and, unlike the Scottish Household Survey, this survey asks for feedback from residents who generally have used the service on a more regular basis and can provide more robust feedback on actual experiences. In 2019-20, leisure users reported a 97% satisfaction rate (based on a sample size of 7.5% of our 26,000 approx. members. It should be noted however that surveys may also be completed by casual users, and other forms of feedback were also undertaken which were based around more specific experiences, but not included in this calculation).</p>



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Economic Development	ECON 1	Percentage of unemployed people assisted into work from council funded/operated employability programmes	18.10%	15.09%	16.00%		12.66%		The figures have slightly increased and we are above the Scottish average for % unemployed people assisted into employment. In 19/20 South Lanarkshire's employment rates were at record highs and unemployment rates the lowest seen in recent years. Covid-19 started in March 20. The official impacts of Covid-19 unemployment rates were not realised until April 2020 with the early onset of Covid-19 significantly impacting our local labour market.
	ECON 2	Cost of planning and building services per application	£4,315.00	£3,857.00	£5,118.00		£4,385.00		The costs of Planning and Building Standards per application increased in 2019-20 which reflects a decrease in overall fee income. At the same time this period saw the recruitment of three building inspectors in April 2019 and two graduate planners in January 2020. The recruitment of the inspectors resulted in a significant improvement in performance in Building Standards by diverting site inspections from surveyors and allowing to concentrate on the processing of building warrants. The same outcome is expected from the recruitment of the planning graduates.

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	ECON 3	Average time per business and industry planning application (weeks)	12.24 Wks	13.02 Wks	18.34 Wks		10.54 Wks		<p>The average time to process a business/industrial planning application in South Lanarkshire increased in 2019-20 to 18.3 weeks. Of the 56 applications determined 4 of them can be classed as legacy cases that took over a year to make a decision. If they are removed from the calculation the average time falls to 12.4 weeks. An action for 2020-21 will be to increase vigilance for legacy applications.</p> <p>Two graduate posts were created and filled in January 2020 and two officers returned from maternity leave in early 2020. These additional resources are expected to result in improved performance. In addition a review of the Planning and Building Standards Service will be concluded and the outcome will reflect the availability of staff and the Services priorities.</p>



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	ECON 4	Percentage of procurement spend on local enterprises	15.52%	18.07%	18.02%		28.51%		<p>The percentage of procurement spend on local enterprises remained consistent with the 2018-19 figure; however, this remains below the Scottish average.</p> <p>Economic Development and Finance Services (Transactions) continue to collaborate in order to improve local small and medium enterprises (SME) spend and improve our economic footprint supported by Supplier Development Programme (SDP).</p> <p>This will fluctuate depending on the nature of spend- e.g. when there are large capital infrastructure projects being procured Tier 1 contractors win contracts and a portion of local spend is masked as sub-contract spend is not collected and reported.</p> <p>Increased engagement with purchasing council services and supply chain, assisted by SDP engagement will lead to further improvements in local SME spend moving forwards.</p> <p>We have made a concerted effort to address the level of SME procurement spend in last few years with early improvement from around 12% having</p>



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									<p>been increased to 18%. This has involved pioneering work with Supplier Development Programme, increasing scope of Meet the Buyer by including representation of the end user/buyer and first Lanarkshire-wide 'Meet the Real Buyer.'</p> <p>The increased focus on procurement brought about by the Community Wealth Building agenda will assist to meet improvement targets.</p> <p>The process of engaging with businesses has been developed and proven in recent years and CWB will require procuring services to take a more proactive approach.</p>



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	ECON 5	No of business gateway start-ups per 10,000 population	15.59	15.30	13.98		16.41		<p>The number of Business Gateway start-ups has been relatively consistent over a number of years with little variation. The contractor continues to meet annual targets however the number of start-ups has not increased.</p> <p>A new Business Gateway contract will become operational from 1 March 2021 with a new contractor and a more innovative approach with the aim of increasing the number of start-ups.</p> <p>It has been a frustration that the Business Gateway contract in recent years has fallen short in achieving improved performance. Following a period of sustained levels of start-ups, targets in a previous contract were increased from 1,000per annum across Lanarkshire to 1,100 per annum, the increased targets were never achieved, and the contractor asserted there was a threshold to the levels which could be achieved within the contract area.</p> <p>The new contractor (Elevator UK) has a good track record of innovation and achievement which leads to some optimism that the desired improvements will be achieved. In addition, we believe</p>

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Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									there is a requirement to improve BG local marketing and to change perceptions about the services which BG offer. Again, the new contactor gives us optimism that we will see these improvements coming though. The initial targets and performance for the contract are subject to review after 6 months when we have the opportunity to amend the approach and reset if necessary.
	ECON 6	Investment in Economic development and Tourism per 1,000 population	£52,656	£48,813	£47,216		£103,194		Investment has been reducing in many areas during the austerity period where non statutory services are more vulnerable to budget cuts. However, decreasing expenditure in services is not necessarily an indicator of efficiency or value for money.

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ECON 7	Proportion of people earning less than the living wage	18.30%	20.30%	17.80%		16.90%		<p>The latest figures (Office for National Statistics, Annual Survey of Hours and Earnings 2019) indicates that there was a -2.5% fall in the percentage of employees in South Lanarkshire (SL) earning less than the living wage, from 20.3% of residents in 2018, down to 17.8% in 2019. Despite the recent fall in the rate, SL continues to record a higher level of employees earning less than the living wage, than the national average, with the latest figures (2019) suggesting that the SL rate is still +0.9% above the Scottish Average (16.9% at 2019).</p> <p>More recent statistics for 2019-20 (April 2020) suggest that the number of Living Wage Employers in SL has increased by over a third in the past year, from 67 last year (April 2019), up to 90 (at April 2020). South Lanarkshire continues to rank 4th highest in Scotland for the number of accredited Living Wage employers, when compared against the other 32 council areas, with only Glasgow, Edinburgh and Highland with superior numbers.</p> <p>The work of the Living Wage Campaign Group has continued over the past year, 2019-20. The geographic scope of the</p>



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									<p>Living Wage Campaign group has been broadened and now covers Lanarkshire as a whole.</p> <p>The group has produced a new booklet to promote Fair Work including the real Living Wage to employers. Following on from the successful event held in early 2019, South Lanarkshire Council (in partnership with North Lanarkshire Council) hosted a Living Wage Big Breakfast event during Living Wage week in November 2019 aimed at local employers, which attracted around 60 attendees. A Living Wage Accreditation discount scheme has been launched (in March 2019) with 13 employers in SLC taking up the offer to date, and 179 staff receiving a pay uplift thanks to the scheme. This and the above actions will all help to promote the Living Wage and increase the number of Living Wage Accredited employers in the area.</p> <p>The local Business Gateway has continued to provide Business Development Support to employers in South Lanarkshire over the last financial year. The council has added a requirement within the commissioning process for the Gateway to discuss and</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									monitor the Living Wage with all businesses supported.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ECON 8	Proportion of properties receiving superfast broadband	93.90%	94.50%	95.80%		93.27%		<p>Measured as the percentage of properties with access to broadband speeds of greater than 30Mbps.</p> <p>The Council works with the Scottish Government's Digital Scotland Superfast Broadband Programme which is contracted with BT Openreach to install superfast broadband across Scotland. The Council ensures roads access, way leaves and planning issues are progressed efficiently and to ensure maximum investment within the area. In November 2019, the Scottish Government awarded two of the Reach 100% (R100) contracts to BT Openreach these 2 contract areas (central and south) cover South Lanarkshire and this will help reach the national target of connecting 100% of properties to superfast broadband by the end of 2021. Work started in the Biggar area early 2020.</p> <p>The Economic Development team also advises community led initiatives on how to deliver projects which improve broadband connection speeds in the rural area and availability of vouchers schemes and other funding. Work is ongoing with Broadband suppliers and installers to</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									ensure efficient progress of inward investment in full fibre to the property infrastructure and ultra-high speed broadband services.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ECON 9	Town vacancy rates	11.08	10.38	12.75		11.71		<p>The vacancy rate has increased from 2018-19 and is currently above the Scottish average.</p> <p>This indicator is subject to a range of factors, including market forces, and is an average calculated over ten local plan defined town centres, some of which perform better than the Scottish average.</p> <p>In some cases other businesses will take up the vacant space created however there is likely to be a time lag and a period where vacancies increase.</p> <p>Following a consultation process involving communities and town centre businesses, a number of action plans have been developed to implement improvements in town centres. This will contribute towards the regeneration of town centres, however, implementation of projects and the consequential benefits will be delayed owing to the impact of Covid-19 restrictions.</p> <p>The full impact of COVID 19 on town centre businesses is unlikely to be fully understood either locally or nationally for some time. Businesses are surviving via</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									the business support grant funding which has been made available, but it is anticipated that a number will not be sustainable once this support ends. This will almost certainly lead to an increase in vacancy rates in the short term as closures and consolidations take place. There are potential opportunities for town centres to realign their offer to the different and, in many cases, increased potential customer base. With so many people working from home there are customers who would not normally use their local centre who could be attracted to spend time and money as restrictions ease. The delivery of the existing and evolving programme of town centre projects and initiatives, with a sustained focus on increasing town centre living, continued diversification of use and capitalising on new and emerging opportunities around Town Centre First, 20 minute neighbourhoods and Community Wealth Building policies should see a move back towards vacancy levels closer to those pre-COVID 19.





Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ECON10	Immediately available employment land as a % total land allocated for employment purposes in the local development plan	42.87%	39.13%	38.50%		36.23%		<p>There has been a decrease in 2019-20 in the supply of marketable land as a proportion of total allocated employment land.</p> <p>The reduction in the supply side is a positive outcome of a combination of take up of industrial sites by occupiers and developers which has positive effect of creating new industrial and other business property. However, at same time there has not been a corresponding investment in preparing new sites and there are still some owners changing use to residential to generate short term capital gains.</p> <p>The availability of 'marketable' land will improve as sites currently part of the wider zoning are remediated and serviced and prepared for development. Historically good levels of investment has maintained the supply of marketable land -eg Bankhead (Rutherglen), Caldwellside, Hillhouse, Castlehill, Bothwell Park Ind Estates etc</p> <p>Reduced public sector investment and budget has diminished activity in areas that are not seen as prime locations. Clyde Gateway continue to invest in the remediation of Shawfield Phase 2 in</p>



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
									<p>Rutherglen however this is are more medium term with land expected to come forward in phases over the next 5 year period. Shawfield Phase 1 may also see developers seeking to create industrial space as the market for large scale office space in that location diminishes.</p> <p>It is also anticipated that further public sector investment will lead to industrial land at Langlands, East Kilbride coming on to the available industrial land supply register.</p> <p>LDP2 did not result in the release any significant new land for industry in the other than the small site at Balgray Road Lesmahagow. The Examination Report did confirm the release of industrial sites at Freescale in East Kilbride and Castlehill Industrial Estate extension in Carluke for new housing. The Carluke site is not however currently classed as 'marketable' as it is not serviced so it is just part of the wider industrial land zoning.</p> <p>In terms of pressure for the release of other marketable land for housing, LDP2 includes policy that seeks to protect the core industrial and business areas from alternative uses. This includes developers demonstrating the loss would not have an adverse impact on the continuity of</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
Environmental Services									industrial land supply and a requirement for marketing to have been carried out.
	ENV1a	Net cost of waste collection per premise	£78.54	£79.55	£77.07		£68.77		<p>The net cost of waste collection per premise decreased in 2019-20. The figure is still above the Scottish Average; however, this reflects the Council's decision to continue to provide a range of services, free of charge, to residents.</p> <p>Unlike most Councils who do not provide additional collections the service provides unlimited bagged garden waste uplifts free of charge to all residents (although this service was suspended in March 2020 to allow the service to prioritise wheeled bin collection services). This service is provided in addition to a free food/ garden waste bin collection service. A significant number of local authorities have implemented charging policies for co-mingled food/ garden waste bins.</p>
	ENV2a	Net cost of waste disposal per premise	£100.86	£97.90	£97.86		£98.65		<p>The net cost of waste disposal per premises continued to fall in 2019-20 and remains below the Scottish Average despite the Council having arrangements in place to facilitate the thermal treatment of residual waste. Improvements in the quality of recyclable material collected from the kerbside also contributed towards lower disposal costs overall.</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ENV3a	Net cost of street cleaning per 1,000 population	£16,487.00	£17,607.00	£17,487.00		£16,440.00		<p>South Lanarkshire's net cost of service provision has reduced from the 2018-19 figure although is still above the Scottish average.</p> <p>This can partly be explained by the level of service provision and particularly the extent of the mechanical sweeping fleet which is not provided by most local authorities.</p> <p>Consideration should also be given to the street cleansing Performance Indicator that whilst places us at 10th overall and a slight drop on 2018-19 figures we continue to be in advance of the Scottish average of 92.2%.</p> <p>The Council has now recruited a Litter Development Officer whose initial role is to develop a strategy that will look to prevent litter rather than clean it.</p> <p>It is anticipated in future years that any success in this will reduce direct street cleaning costs.</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ENV3c	Street cleanliness score	95.46%	94.90%	94.75%	↓	92.25%	✓	South Lanarkshire Council continues to score higher for its street cleansing service than the Scottish average, with 94.8% of streets surveyed found to be of an acceptable standard. This cleanliness score places us 10th of the 31 participating local authorities which is slightly down on the 2018-19 figure. It should be noted that the performance is higher than the national and family group averages.
	ENV4a	Cost of roads per kilometre	£14,564.00	£16,903.00	£16,493.00	↓	£11,262.00	✓	Spend per kilometre of road has decreased slightly compared to the previous year. It remains higher than the Scottish average, reflecting the council decision to invest in the road network to address poor road conditions.
	ENV4b	Percentage of A class roads that should be considered for maintenance treatment	22.90%	23.30%	23.18%	↑	30.57%	✓	There has been a marginal improvement in the condition of A Class roads in South Lanarkshire and the condition of the A class network is 7.4% better than the Scottish average. This is primarily due to more investment being directed towards unclassified roads, which are often now in the poorest condition, with much of the A class network having been treated in earlier years of the Investment Plan.





Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ENV4c	Percentage of B class roads that should be considered for maintenance treatment	24.47%	25.03%	25.27%	↓	34.96%	✓	There has been marginal regression in the condition of B class roads in South Lanarkshire, but their condition remains a substantial 9.7% better than the Scottish average. Again, the modest regression noted is due to many B class roads having been improved in recent years, and investment increasingly shifting towards more minor roads, which are in the worst condition hence priority
	ENV4d	Percentage of C class roads that should be considered for maintenance treatment	37.10%	36.65%	37.67%	↓	35.14%	✗	There has been a regression in the condition of C class roads in South Lanarkshire, resulting in a score that is 2.6% poorer than the Scottish average. Again, the investment in the treatment of the minor unclassified network has had an impact on the C Class roads.
	ENV4e	Percentage of U (unclassified) roads that should be considered for maintenance treatment	33.36%	32.31%	30.33%	↑	37.83%	✓	With unclassified roads making up a sizeable proportion of the road network in South Lanarkshire, it is reassuring to note a further 2.0% improvement in their condition since the previous year, as well as being 7.5% better than the Scottish average. This improvement reflects investment increasingly being directed towards more minor roads. Once again, this trend is expected to continue, provided investment can be sustained going forward.

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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ENV5a	Cost of trading standards per 1,000 population	£3,696.00	£3,523.00	£3,061.00	↑	£5,952.00	✓	<p>The cost of Trading Standards per 1,000 population decreased in 2019-20 and remained well below the Scottish average.</p> <p>During the year, the service completed 82.5% of consumer complaints within the 14-day target timescale, which is an improvement on the previous year. In addition, 92% of Business Advice requests were completed within 21 days. Although this fell slightly below target, the nature and complexity of some requests means that completion can take longer.</p>
	ENV5b	Cost of environmental health per 1,000 population	£14,127.00	£10,587.00	£11,119.00	↓	£13,771.00	✓	<p>The cost of environmental health per 1,000 population increased in 2019-20 and remained well below the Scottish average. The increase in expenditure arose from filling vacancies.</p>
	ENV6	The percentage of total household waste arising that is recycled	47.29%	44.30%	46.37%	↑	44.85%	✓	<p>The percentage of total household waste arisings recycled increased in 2019-20 and is now above the Scottish Average. High performing Household Waste and Recycling Centres (HWRCs) as well as improvements in the quality of recyclable material collected from the kerbside have contributed to the increase in recycling rates.</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	ENV7a	Percentage of adults satisfied with refuse collection	80.33%	79.83%	79.17%		74.30%		The Scottish Household Survey shows that the percentage of adults satisfied with refuse collection decreased slightly in 2019-20 compared with 2018-19, however it continues to remain higher than the Scottish Average.
	ENV7b	Percentage of adults satisfied with street cleaning	68.33%	67.00%	64.33%		62.63%		<p>The percentage of adults satisfied with street cleansing has slightly reduced from 67% in 2018-19 to 64.2% in 2019-20.</p> <p>This figure continues to be above the Scottish average of 62.6%</p> <p>The use of social media in promoting the litter strategy and the prevention agenda is expected to increase awareness of the Council's endeavours to reduce litter is expected to show an increase in satisfaction levels.</p>







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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
Financial Sustainability	FINSUS1	Total useable reserves as a % of council annual budgeted revenue (New)	16.22%	16.25%	13.29%	↓	16.87%	✗	<p>Movement year on year reflects the use of reserves (and includes all useable reserves including HRA/insurance etc)</p> <p>This is part of the new Financial sustainability measures, now part of the LGBF suite of indicators. Improvement Service Guidance states that the top ranking council has the highest percentage/result. Therefore as SLC's percentage has reduced, trend is shown as declining, and as SLC's percentage is less than the Scottish average, performance is worse (X).</p>
	FINSUS2	Uncommitted General Fund Balance as a % of council annual budgeted net revenue (New)	5.19%	5.17%	1.67%	↓	3.80%	✗	Lower than Scottish average. Movement year on year reflects change in categorisation, as requested by audit.
	FINSUS3	Ratio of Financing Costs to Net Revenue Stream-General Fund (New)	8.85	8.25	7.76	↑	7.20	✗	The council's position is within 0.6% of the Scottish average and reflects the high level of investment that SLC has undertaken over recent years. The councils investment schools, roads and early years have seen significant benefits for the area, and the funding for these programmes is reflected in these figures
	FINSUS4	Ratio of Financing Costs to Net Revenue Stream-Housing Revenue Account (New)	16.95	16.77	16.83	↓	22.56	✓	Lower than Scottish average. Reflects costs of borrowing for capital investment



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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	FINSUS5	Actual outturn as a percentage of budgeted expenditure (New)	99.93%	99.81%	99.59%	↓	99.35%	✓	In line with Scottish average
Housing Services	HSN1b	Gross rent arrears (all tenants) as at 31 March, as a percentage of rent due for the reporting year	6.05%	6.78%	7.05%	↓	7.31%	✓	Target achieved for 2019-20 and continuing to show a stronger position in comparison to the Local Authority average. Arrears have increased over the last three financial years but is reflective of the pressure on rent collection due to the overall economic position and the Welfare Reform Agenda - specifically Universal Credit. The Council will continue to set affordable rents and provide advice and assistance where necessary to support our tenants and customers through these difficult times.
	HSN2	Percentage of rent due in the year that was lost due to voids	0.46%	0.46%	0.49%	↓	1.07%	✓	Target achieved for 2019/20 and continues to perform well above the Scottish average.
	HSN3	Percentage of dwellings meeting Scottish Housing Standards	92.08%	92.46%	93.22%	↑	94.86%	✗	While slightly behind the Scottish average, housing quality continued to improve during 2019-20, as it has over the last three financial years. Programmes of work will continue during 2020-21 and where failures occur as a result of tenant refusals, these will be addressed when a property becomes empty or where there is a change in the tenant's circumstances.



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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	HSN4b	Average number of days taken to complete non emergency repairs	11.93 days	14.32 days	14.19 days		7.33 days		A slight improvement has been recorded and although we remain higher than the Scottish average, this reflects the approach which the council takes to carrying out these repairs- by appointment made to suit the tenant. Improvement activity within the repairs service will continue within 2020-21 to support the reduction of the average time taken although the councils focus will continue to be on quality rather than speed of service.
	HSN5	Percentage of council dwellings that are energy efficient	89.40%	91.10%	93.39%		84.10%		Current performance is ahead of the Scottish average and energy efficiency performance continued to increase in 2019-20. Programme will continue during 2020-21 and where failures occur as a result of tenant refusals, these will be addressed when a property becomes empty or where there is a change in the tenant's circumstances.
Social Work Services	SW 1	Home Care costs per hour for people aged 65 or over	£21.76	£20.75	£23.28		£26.13		Home care costs per hour have increased by £3.02 from 2018-19, the increase in rate is in part due to Living Wage. We have moved closer to the Scottish average position. Setting of home care costs is based on Council Policy.



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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 2	Self Directed Support (Direct payments and managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+	2.94%	3.69%	4.24%		8.99%		The percentage of Self Directed Support (SDS) spend for options 1 and 2 for adults continues to improve with an increase from 3.7% in 2018-19 to 4.2% in 2019-20, and our ranking has improved from 24 to 22. This upward trend is in line with the Scottish and the family group average, however, the result is still below the Scottish average of 8.99%. As this measure is in relation to SDS options 1 and 2 only, this could be an indication of satisfaction with option 3, however to continue to increase uptake of options 1 and 2, resources need to be released from existing service provision budgets. A robust action plan was developed following the themed inspection of SDS, which included dedicated training sessions for all staff across the locality, and specific system improvements and guidance for staff which has now been completed. The recently published Independent Review of Adult Social Care promotes a human rights-based approach and calls for full exploration of Self Directed Support options. This is likely to increase the uptake of SDS support in the future.



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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 3	Percentage of people aged 65 and over with long-term care needs receiving personal care at home	61.28%	61.44%	62.00%		61.65%		Our performance remains consistent with previous years with a slight increase of 0.6%. We are also performing better than the overall Scottish average. To maintain this performance we need to retain a focus on moving resource to Care at Home to meet demographic demand and continue to implement the Councils Prioritisation framework.



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South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 4b	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	81.50%	-----	78.08%		80.03%		Data collected every two years. Performance has decreased by 3.4% and South Lanarkshire is now below the Scottish average in this indicator. The Health and Care Survey (a national biennial survey carried out by the Scottish Government and Information Services Division, part of NHS Scotland). A random sample is picked from all those adults aged 17 plus who are registered with a GP practice in Scotland and mailed out for completion. This equates to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact not all of the people responding access multi agency services. 90% of respondents provided a positive response to our local Care at Home survey 2020. In addition, a satisfaction survey was undertaken in July 2020 in regards to the provision of an Outreach Day Care Service which showed very positive results.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 4c	Percentage of adults supported at home who agree that they are supported to live as independently as possible	80.96%	-----	84.22%		80.78%		Data collected every two years. Our performance in this indicator has increased by 3.2%, and our ranking has improved from 19 in 2017-2018 to 9 in 2019-20. We are also performing 3.4% better than the Scottish average. The Health and Care Survey is a random survey sent out to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact not all of the people responding access multi agency services.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 4d	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	69.38%	-----	75.32%		75.43%		Data collected every two years. Our performance in this indicator has increased by 5.9%, and our ranking has improved from 29 in 2017-18 to 18 in 2019-20. We are also performing just 0.1% lower than the Scottish average. The Health and Care Survey (a national biennial survey carried out by the Scottish Government and Information Services Division, part of NHS Scotland). A random sample is picked from all those adults aged 17 plus who are registered with a GP practice in Scotland and mailed out for completion. This equates to approximately 10% of the South Lanarkshire population. Some of the responses recorded very low ratings due to the fact not all of the people responding access multi agency services. 90% of respondents provided a positive response to our local Care at Home survey 2020. In addition, a satisfaction survey was undertaken in July 2020 in regards to the provision of an Outreach Day Care Service which showed very positive results.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 4e	Percentage of carers who feel supported to continue in their caring roles	31.97%	-----	31.05%		34.28%		Data collected every two years. Our performance remains consistent with previous years with a slight decrease of 0.9%. However, our ranking has improved from 32 in 2017-18 to 28 in 2019-20. While the National biannual Health and Social Care Survey has shown a decline in Carer satisfaction for some years now the local experience of carers in South Lanarkshire shows increasing satisfaction. Data tells us, where carers also have involvement of home care or social care, the satisfaction levels are 78% and 76% respectively. Social Work Resources plans to carry out more regular carers surveys locally.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 5	Residential cost per week per resident for people aged 65 or over	£420.00	£440.00	£464.00		£401.00		The measure is in relation to the average net cost to the council which is impacted by service user contributions and our performance is influenced by demographics in South Lanarkshire. The national care home rate increases year on year, consequently increasing the cost of care. At a national level there is a considerable level of variation in care home costs across councils ranging from £128 to £1,174. Within SL family group we rank 5 out of 8. Up to and including 2019-20, the National Care Home Contract (NCHC) for residential care for older people will, to a large extent, have standardised costs. However, it is important to note that the net cost per resident will not equate to the NCHC rate, as care home residents will pay a proportion of their care home fees. The NCHC rate only applies to LA-funded residents who are in private and voluntary run care homes.



Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 6	Rate of readmissions to hospital within 28 days per 1,000 discharges	97.00	98.10	99.30		104.69		<p>The rate of readmissions in South Lanarkshire has increased for the third year. We are performing better than the Scottish Average and recent updates show that the rate of readmissions in February 2021 for South Lanarkshire has decreased to 97 showing an improvement in performance.</p> <p>Information on the 6 areas of the Health and Social Care Delivery Plan are monitored monthly and formally reported on a quarterly basis to the Integrated Joint Board, Performance Audit and Finance Sub Committee and Social Work Committee.</p>

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 7	Proportion of care services graded 'good' or better in Care Inspectorate Inspections	83.44%	78.38%	77.55%		81.83%		<p>The proportion of care services graded 'good' or better in 2019-20 has been broadly maintained for the majority of services. With the exception of the Hamilton and Rutherglen Care at Home services which were graded unsatisfactory and weak, however, both services have been on an improvement journey and the most recent inspection has shown improvement in grades.</p> <p>For Hamilton inspection October 2020</p> <ul style="list-style-type: none"> •Care & Support: 3 (adequate) •Leadership & Management: 3 (adequate) •Staffing: 2 (weak) <p>For Rutherglen/Cambuslang inspection on 17/11/2020 grades achieved were</p> <ul style="list-style-type: none"> •How well do we support people's wellbeing – 4 (good) •How good is our Leadership – 4 (good) •How good is our Staff Team – 4 (good) •How good is our care planned – 3 (adequate) •Infection / Prevention control measures/ COVID – 4 (good)

Local Government Benchmarking Framework Results

South Lanarkshire Council LGBF Results 2019/20			2017/18	2018/19	2019/20	Result Trend	Scotland		Comments/Progress
Service	LGBF Ref	Description	Results	Results	Results		2019/20 Scottish Average	Comparison with Scotland: better or worse?	
	SW 8	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population	1,118.08	1,024.66	1,155.69		773.78		While our performance in this indicator has declined and our ranking has shifted from 23 in 2018-19 to 27 in 2019-20, a protocol has been implemented to increase the number of discharges that meet their planned discharge dates and improvements are being seen. For the calendar year 2020 performance has improved significantly against this indicator and updates from February 2021 show South Lanarkshire ranking 9th when compared to other partnerships and below the Scottish Average rate per 1,000.

Family Group Analysis graphs for indicators with results below the Scottish average

FAMILY GROUPS

3

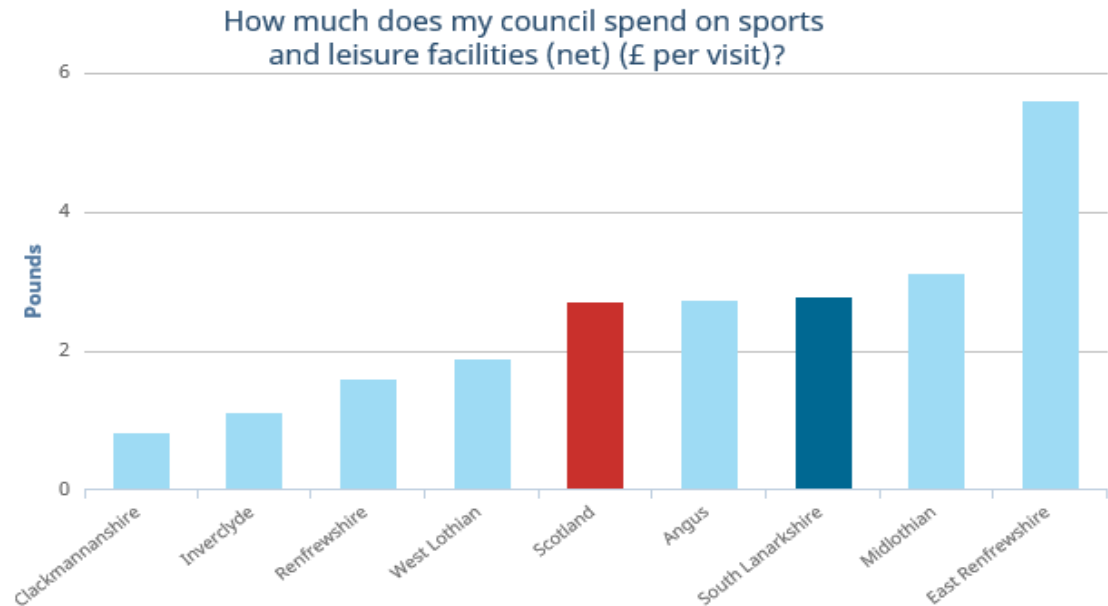
For indicators relating to Children, Social Work and Housing services, councils with similar levels of deprivation are grouped together. South Lanarkshire's family group for these indicators is:

- Clackmannanshire
- Dumfries & Galloway
- Falkirk
- Fife
- Renfrewshire
- South Ayrshire
- South Lanarkshire
- West Lothian

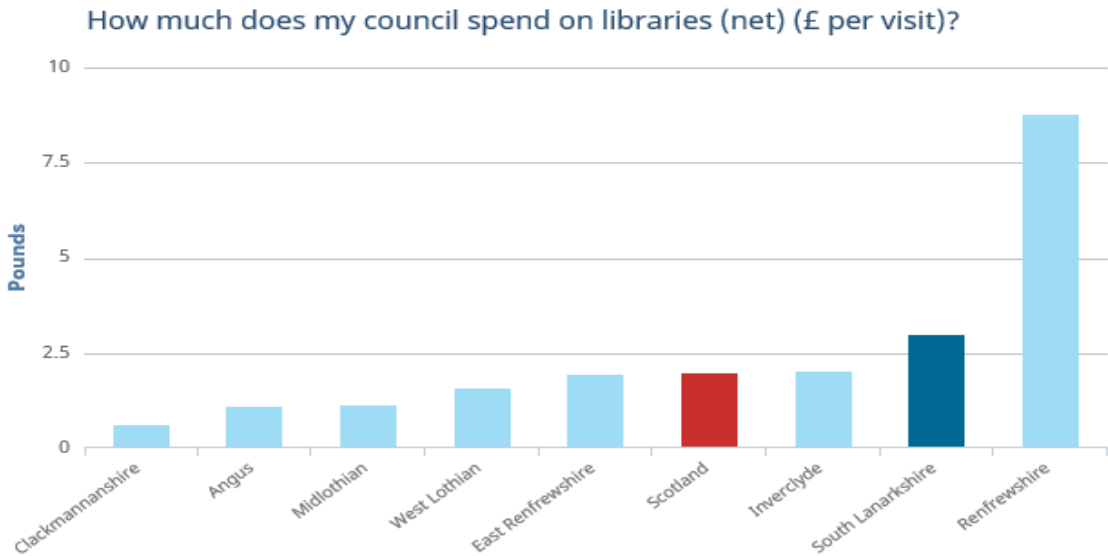
For indicators relating to Environmental, Culture & Leisure, Economic Development, Corporate and Property services, councils with similar urban/rural profiles are grouped together. South Lanarkshire's family group for these indicators is:

- Angus
- Clackmannanshire
- East Renfrewshire
- Inverclyde
- Midlothian
- Renfrewshire
- South Lanarkshire
- West Lothian

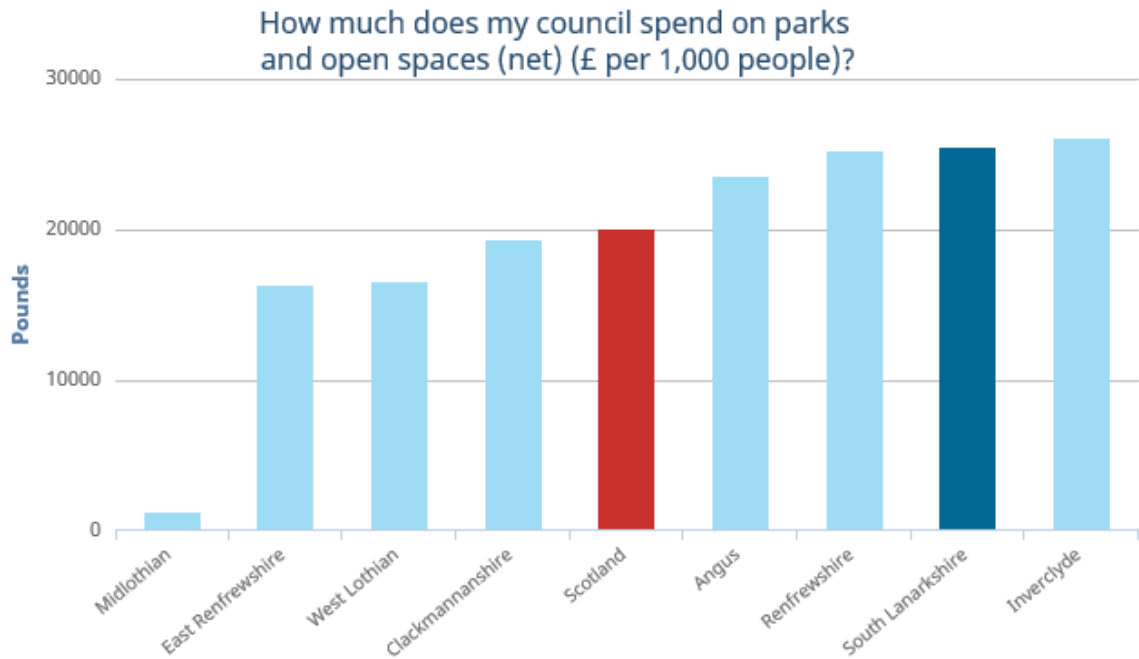
Cost per Attendance at Sports Facilities - C&L1- CER



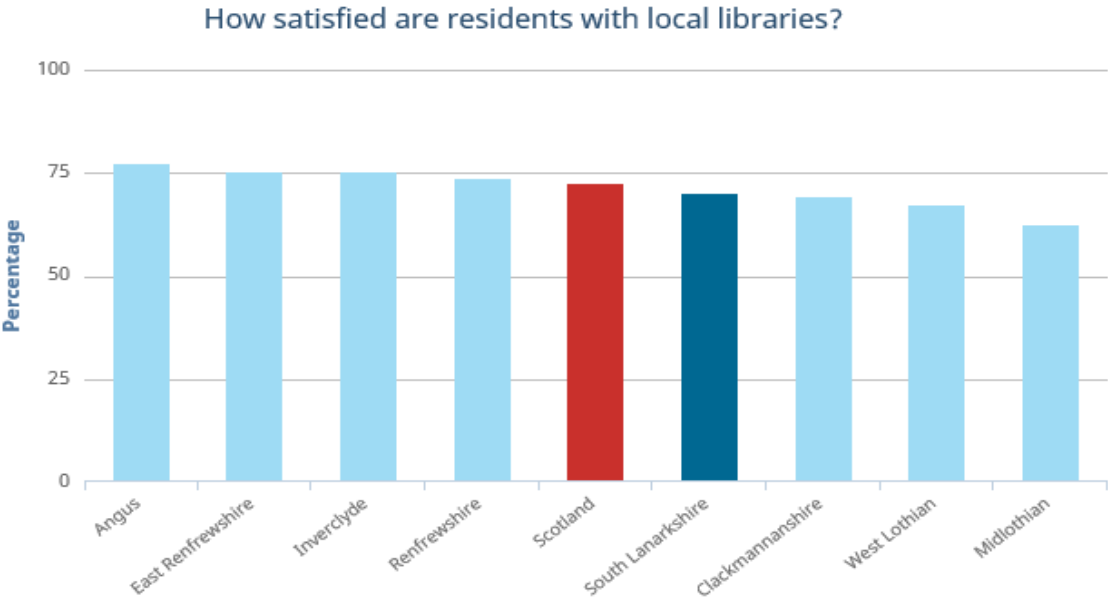
Cost per library visit - C&L2 – CER



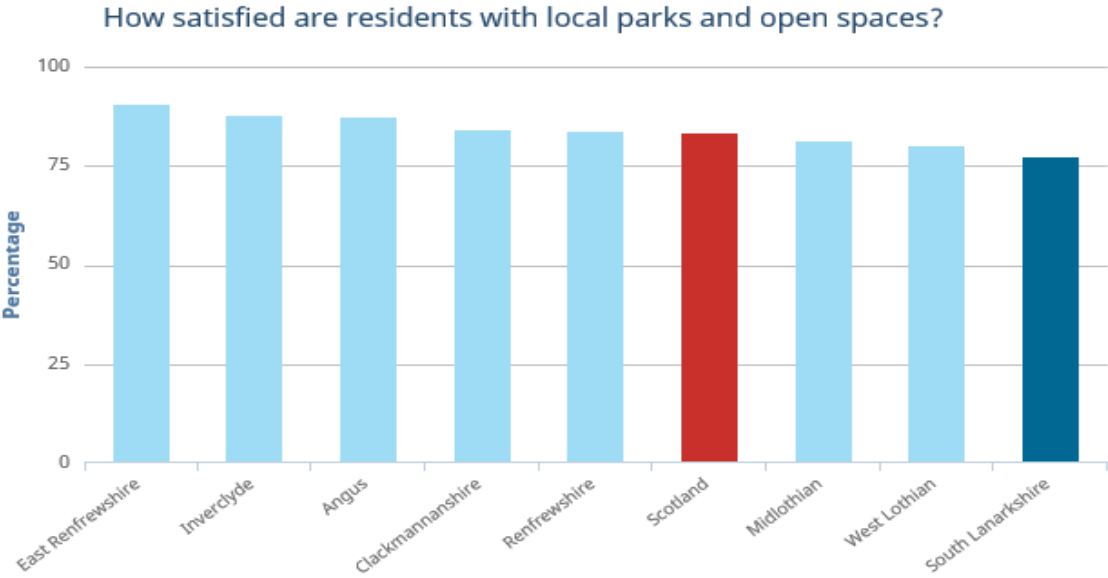
Cost of parks and open spaces per 1,000 population – C&L4 – CER



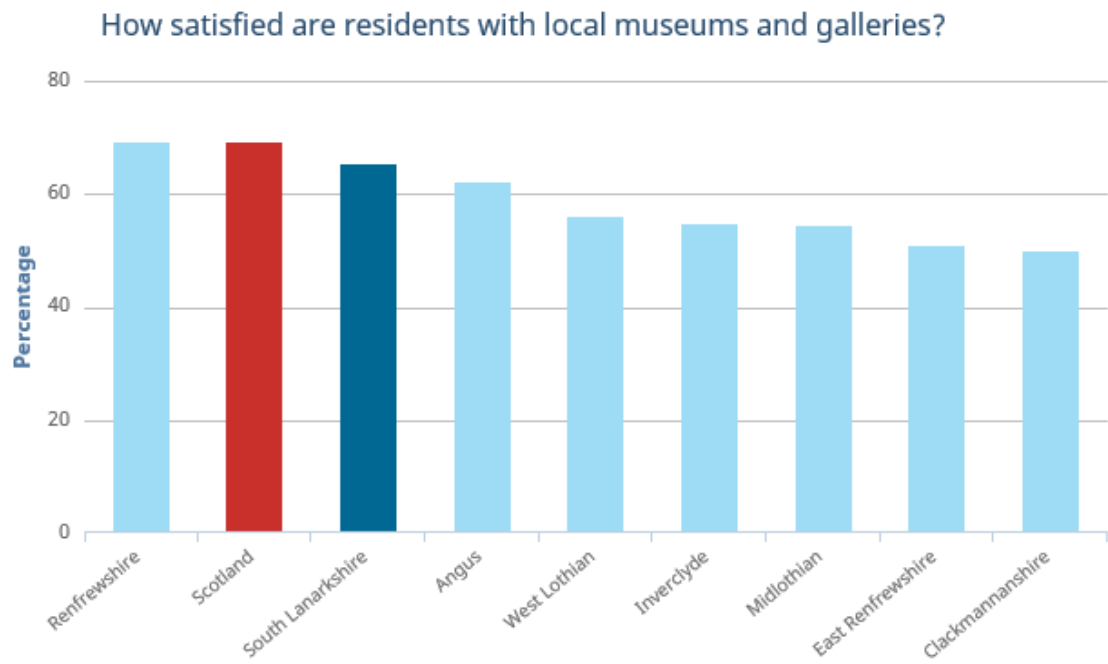
Percentage of adults satisfied with libraries – C&L5a – CER



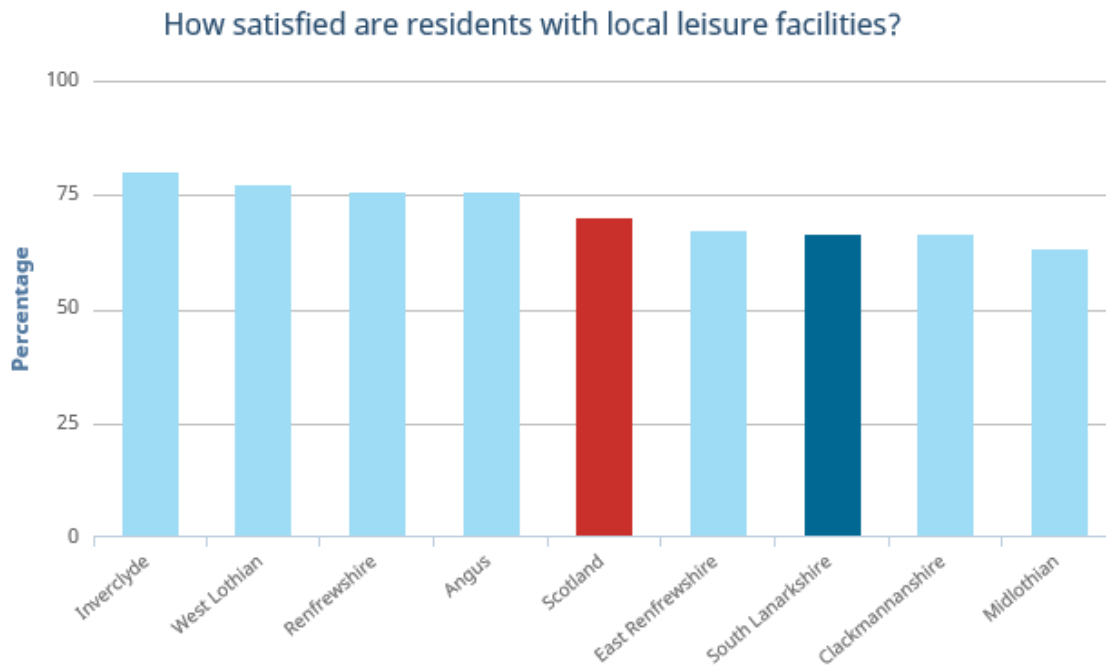
Percentage of adults satisfied with parks and open spaces – C&L5b – CER



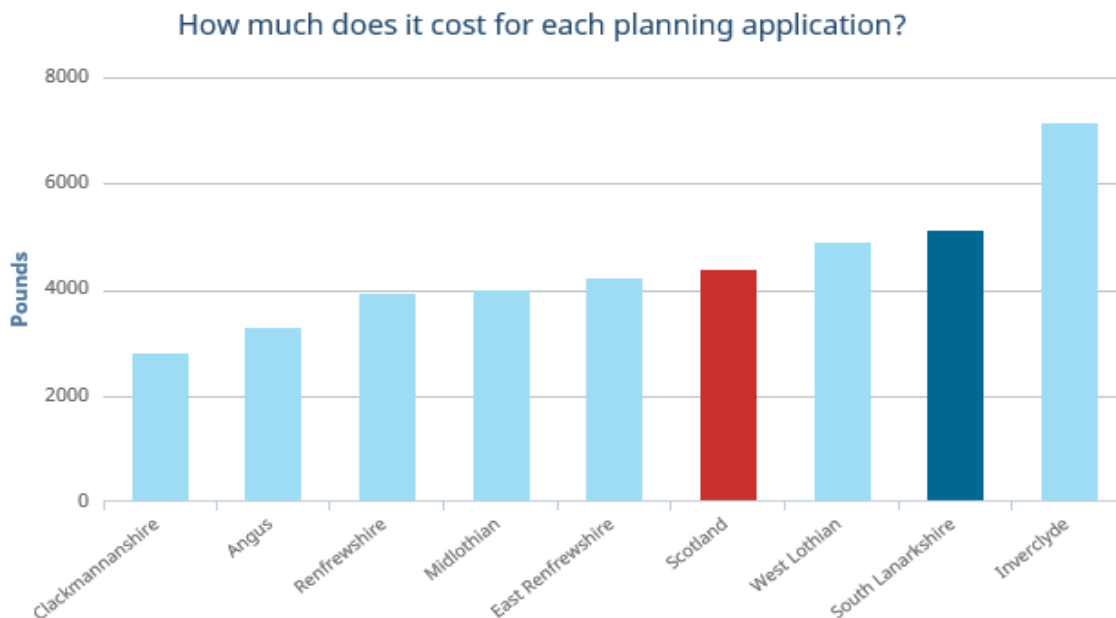
Percentage of adults satisfied with museums and galleries – C&L5c – CER



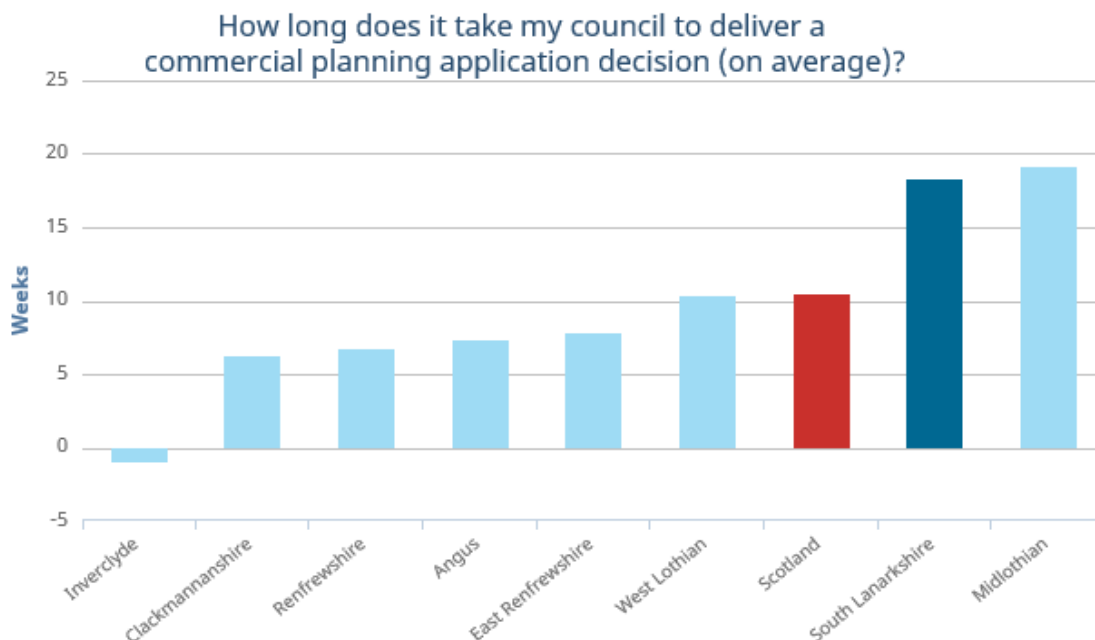
Percentage of adults satisfied with leisure facilities – C&L5d – CER



Cost of planning and building services per application – ECON2 – CER

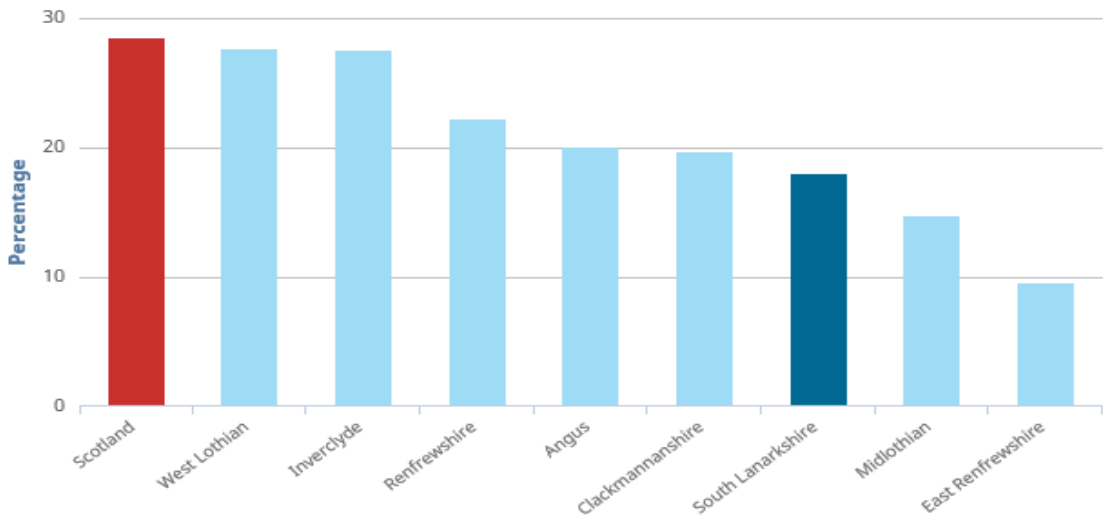


Average time per business/ industry planning application (weeks) – ECON3 – CER



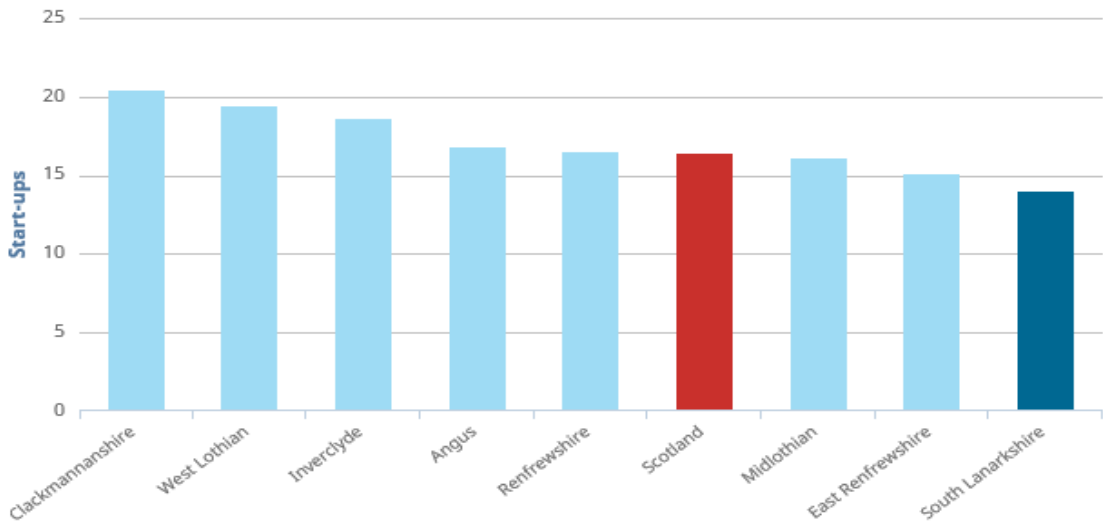
Percentage of procurement spend on local enterprises – ECON4 – CER

What percentage of my councils' procurement is spent on local enterprises?



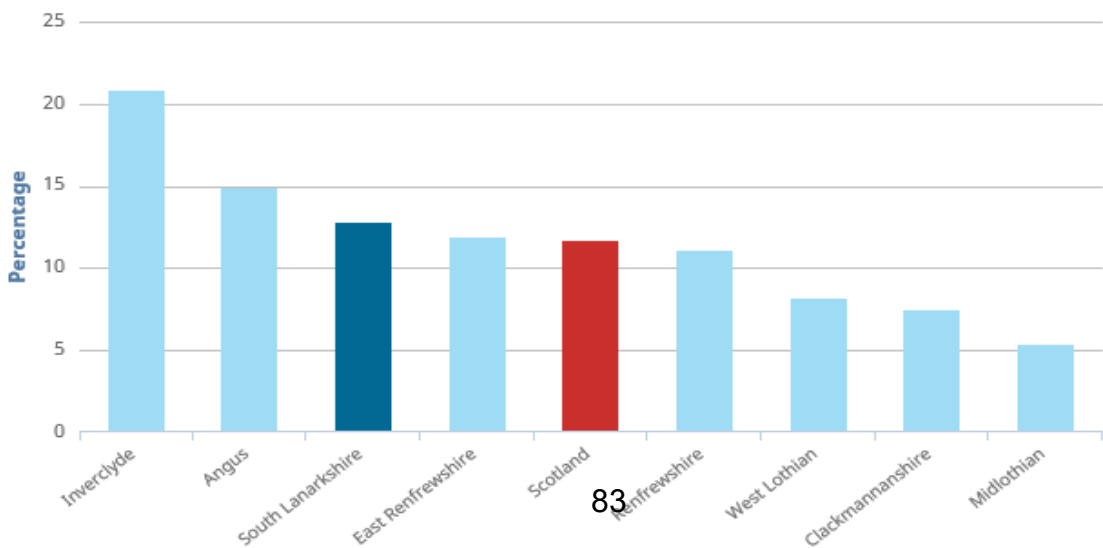
No of business gateway start-ups per 10,000 population – ECON5 – CER

How many business gateway supported start-ups are there in my council?



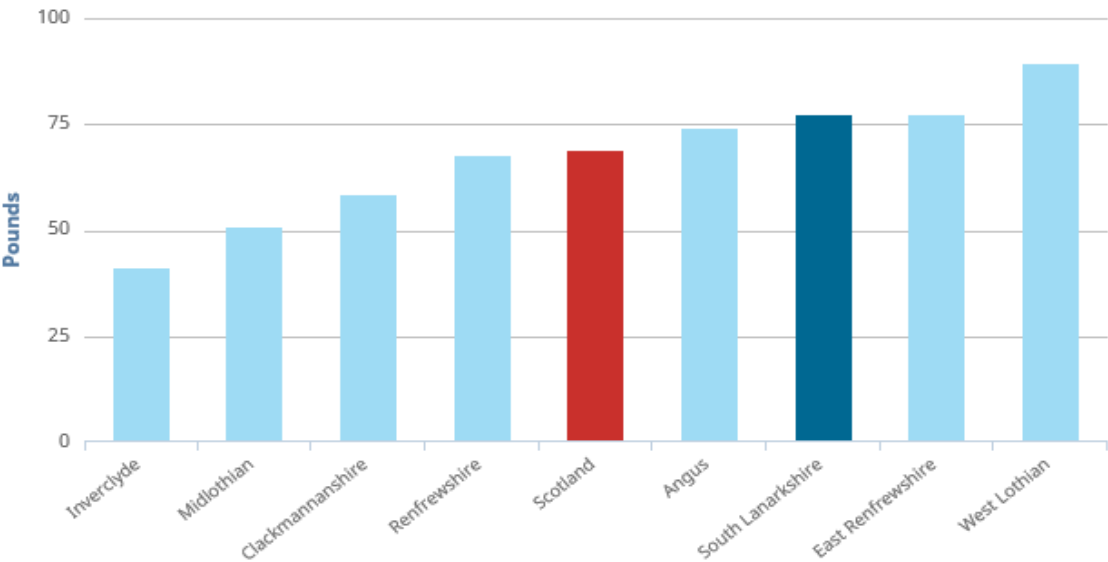
Town vacancy rates – ECON9 – CER

How many properties in my council's town centres are vacant?



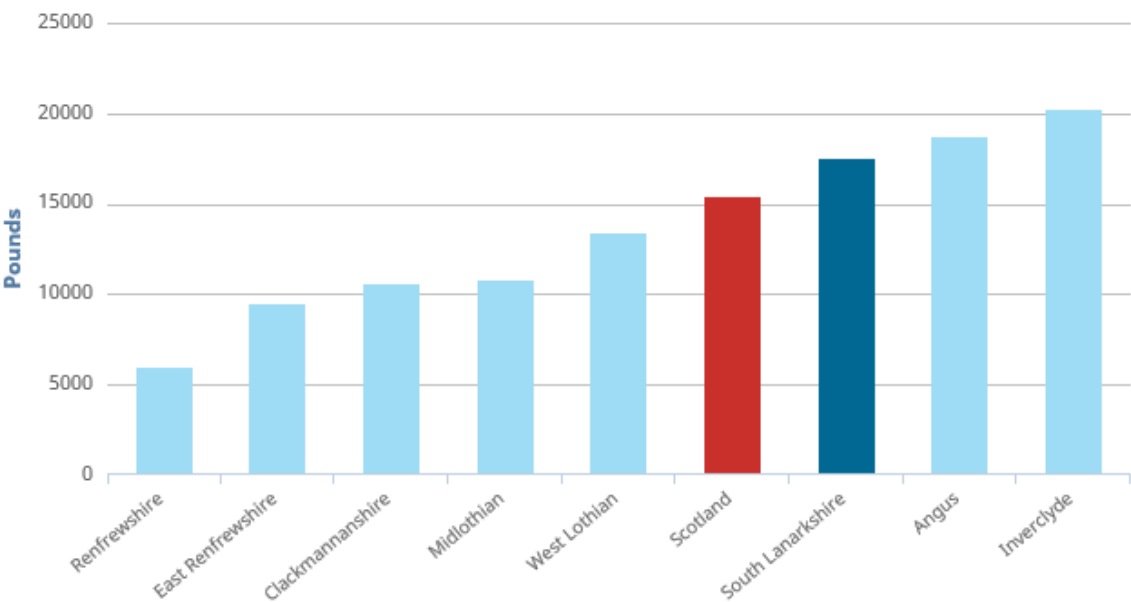
Net cost of waste collection per premise – ENV1a – CER

How much does my council spend on refuse collection (net) (£ per premise)?



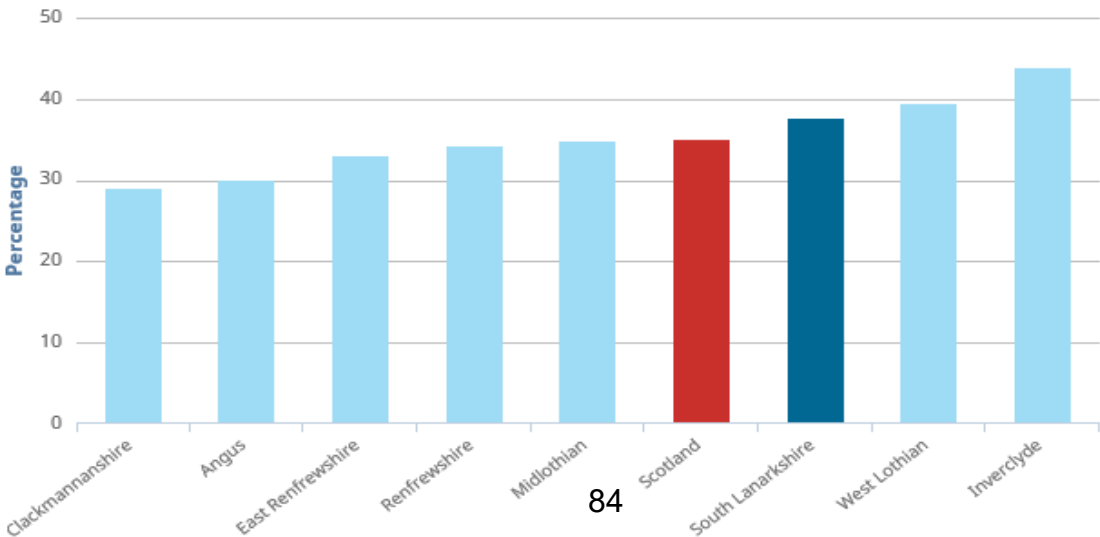
Net cost of street cleaning per 1,000 population – ENV3a – CER

How much does my council spend on street cleaning (£ per 1,000 people)?

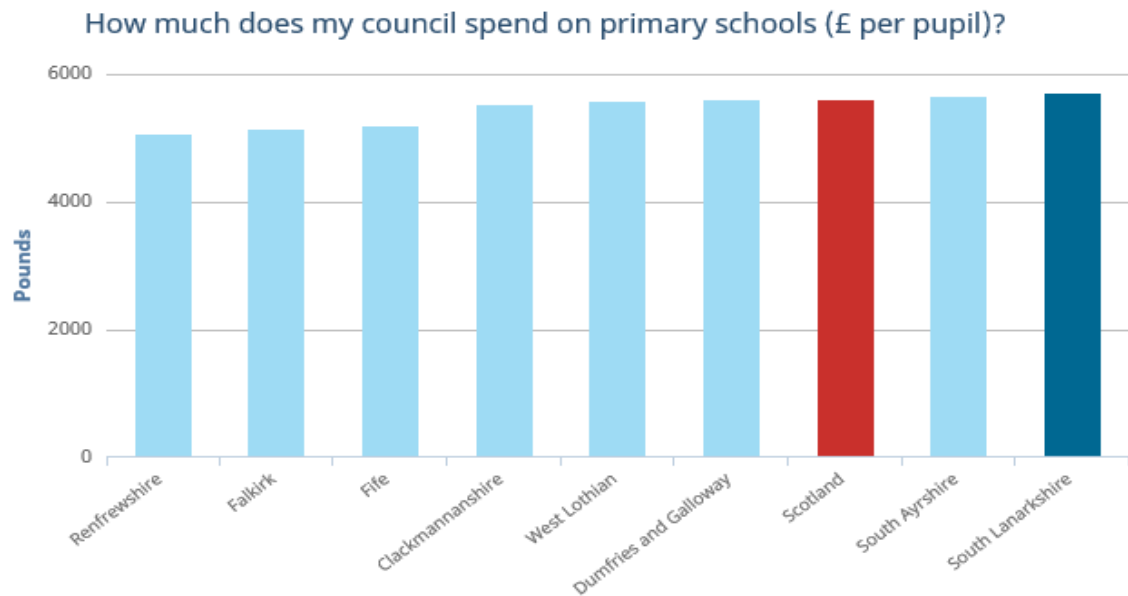


Percentage of C class roads that should be considered for maintenance treatment – ENV4d – CER

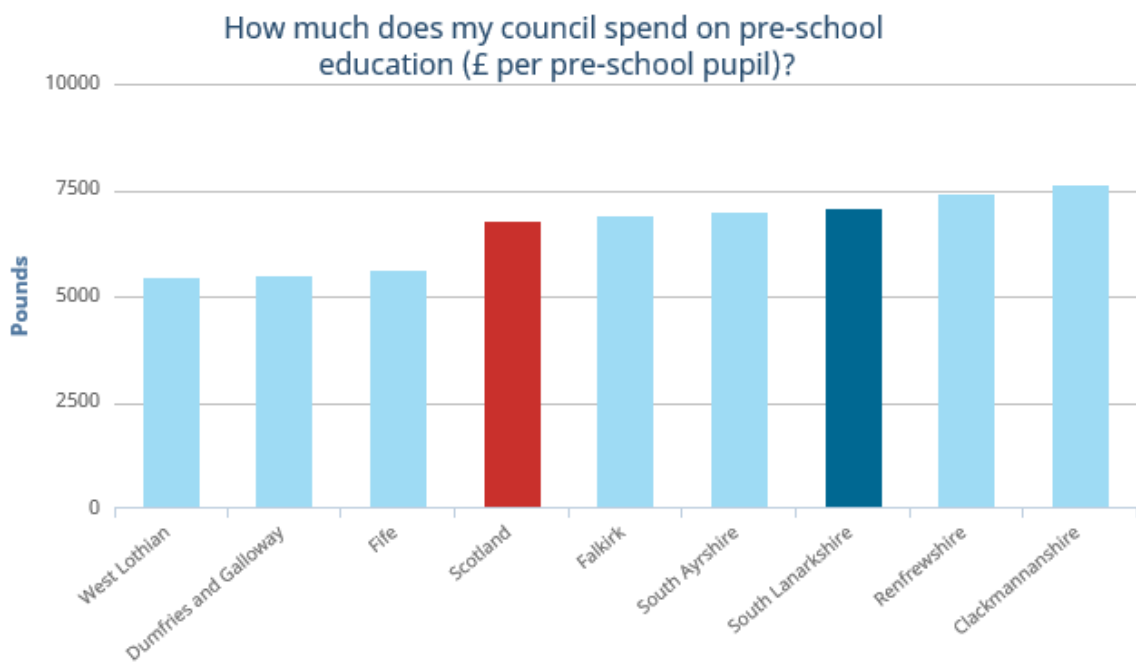
How many of my local C class roads are in need of repair?



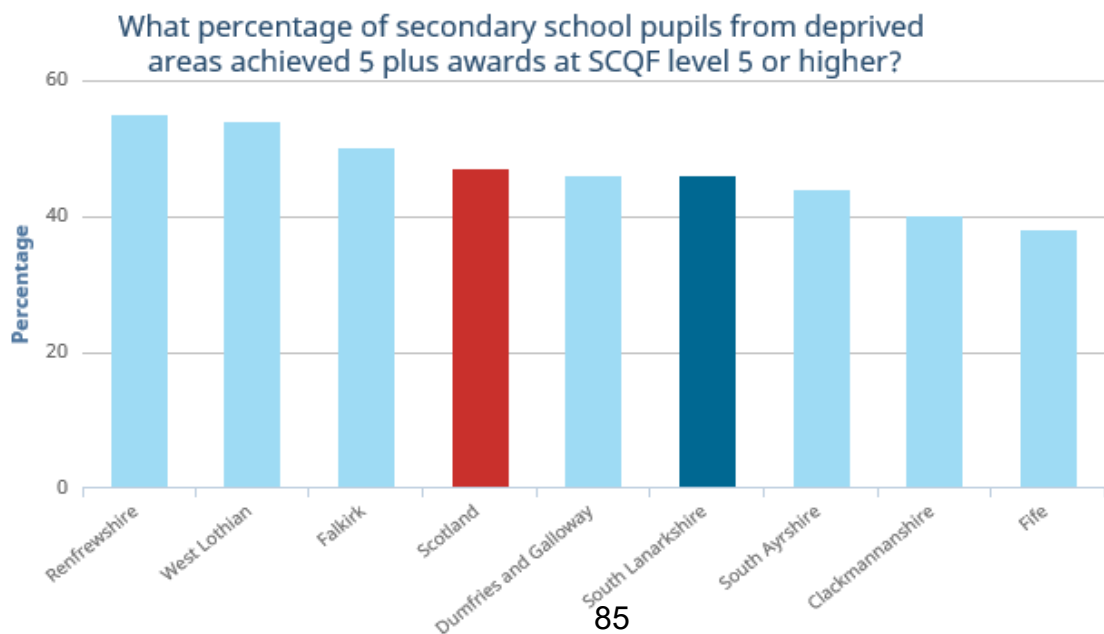
Cost per primary school pupil – CHN1 – EDR



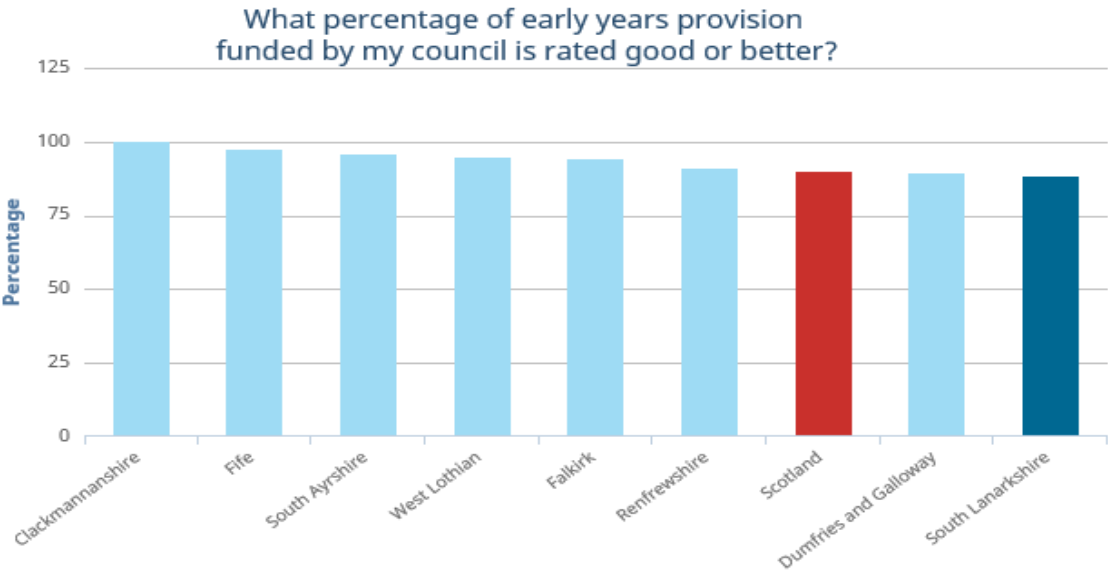
Cost per pre-school education place – CHN3 – EDR



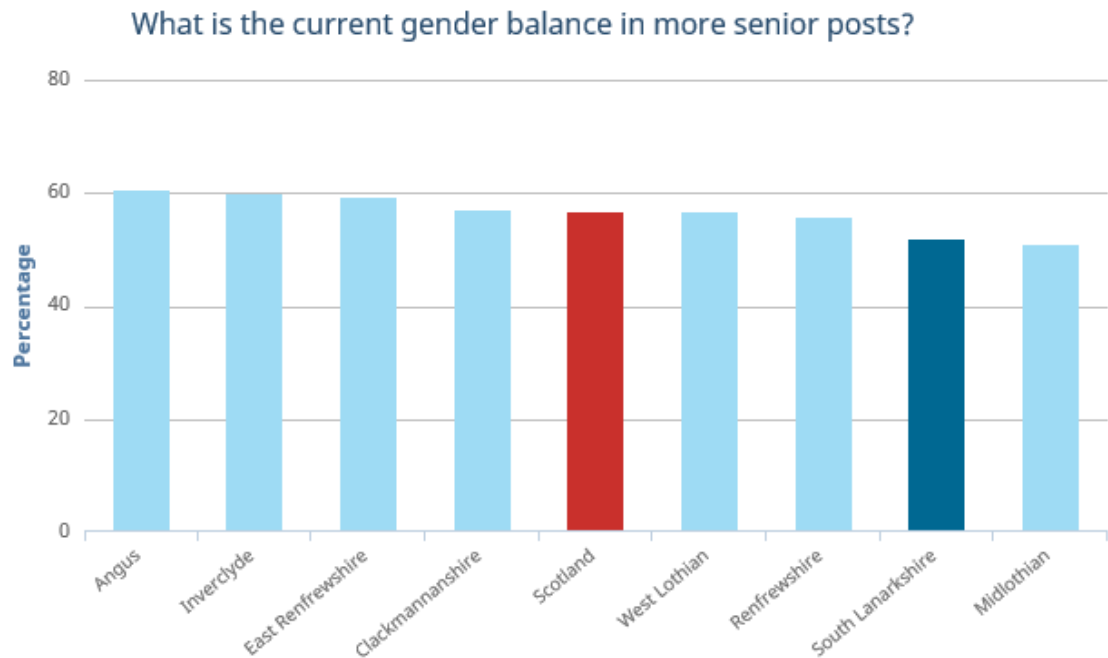
% of pupils from deprived areas gaining 5 or more awards at level 5–CHN6 – EDR



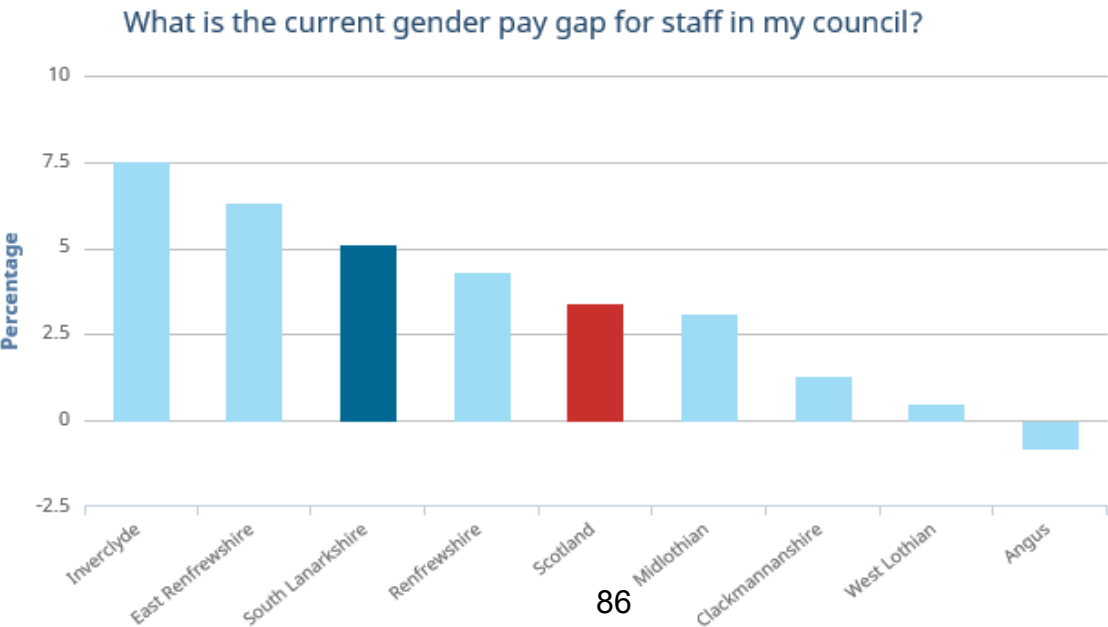
% of funded early years provision which is graded good/better – CHN18 – EDR



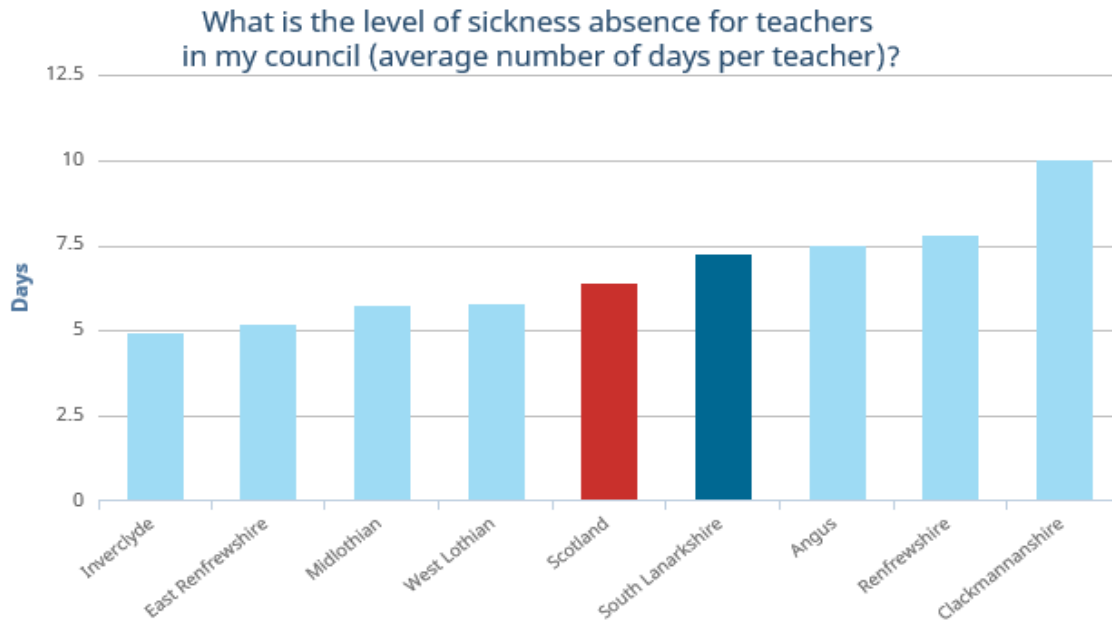
The percentage of the highest paid 5% employees who are women – CORP3b – FCR



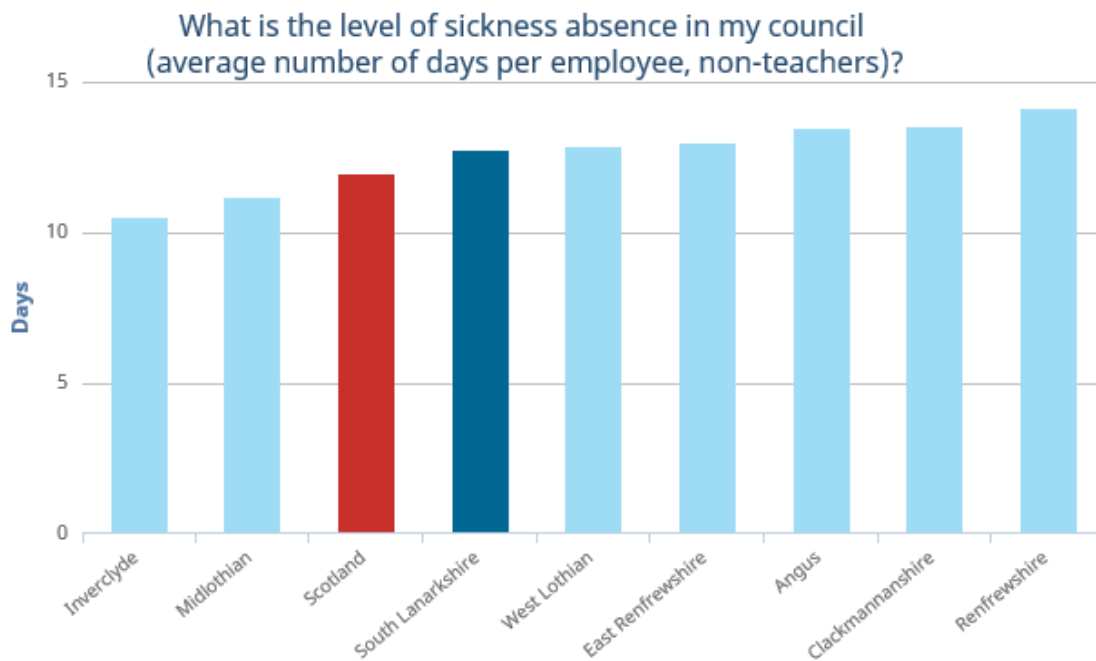
The gender pay gap – CORP3c – FCR



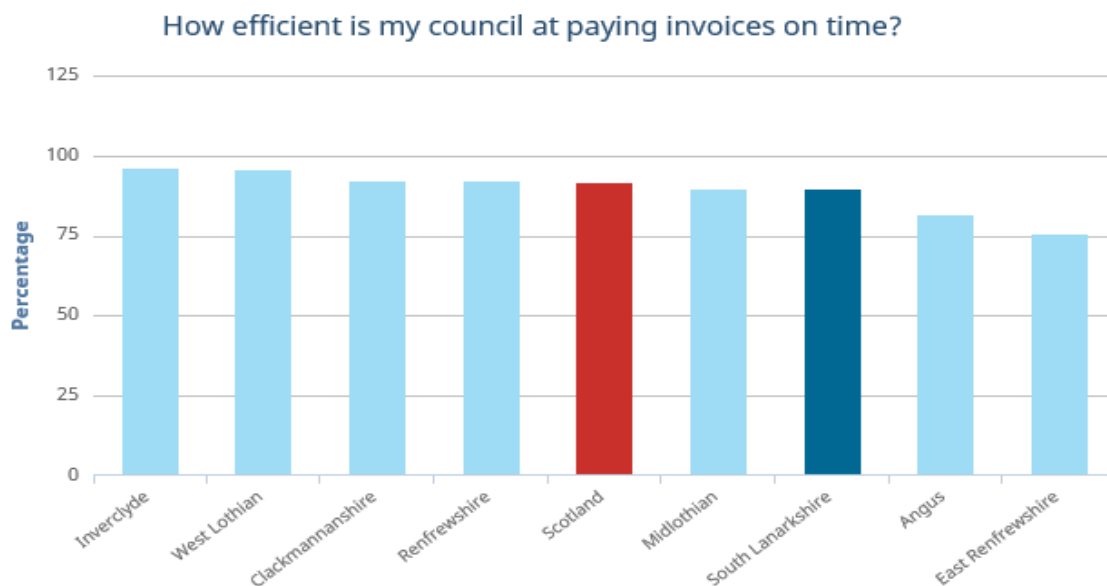
Sickness absence days per teacher – CORP6a – FCR



Sickness absence days per employee (non teacher) – CORP6b – FCR



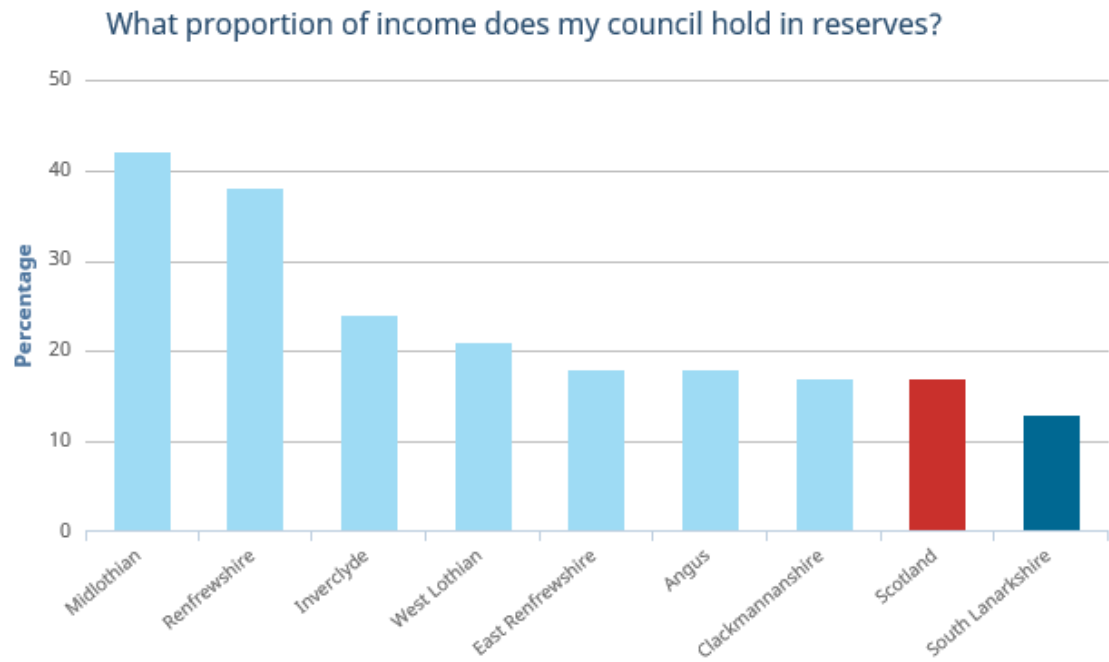
Percentage of invoices sampled that were paid within 30 days – CORP8 – FCR



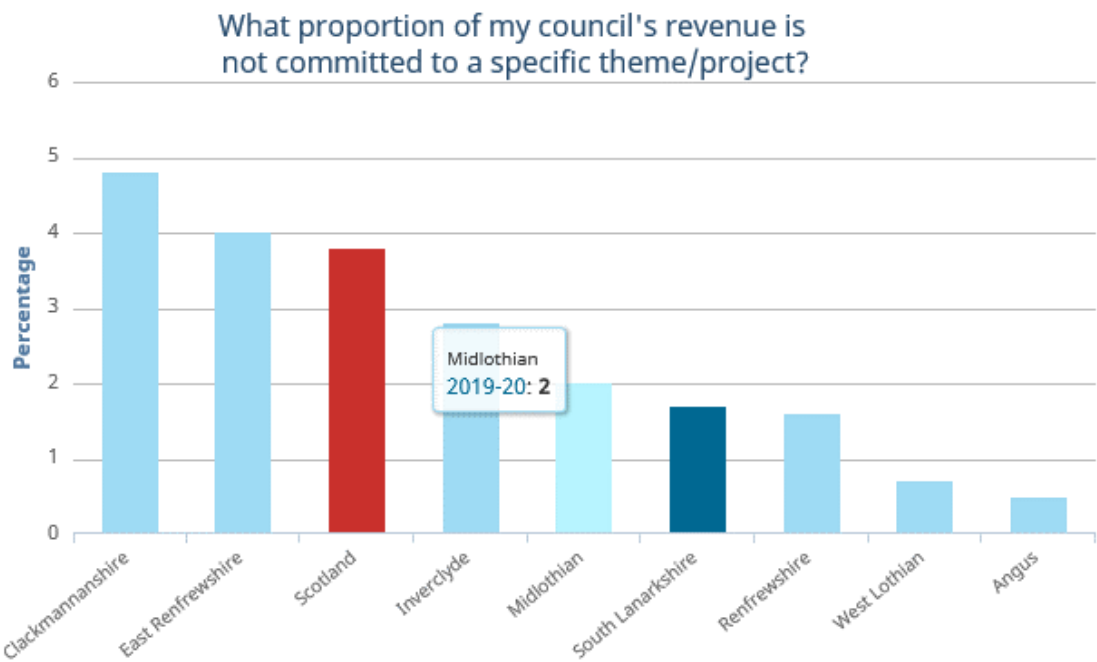
Proportion of people earning less than the living wage – ECON7 – FCR



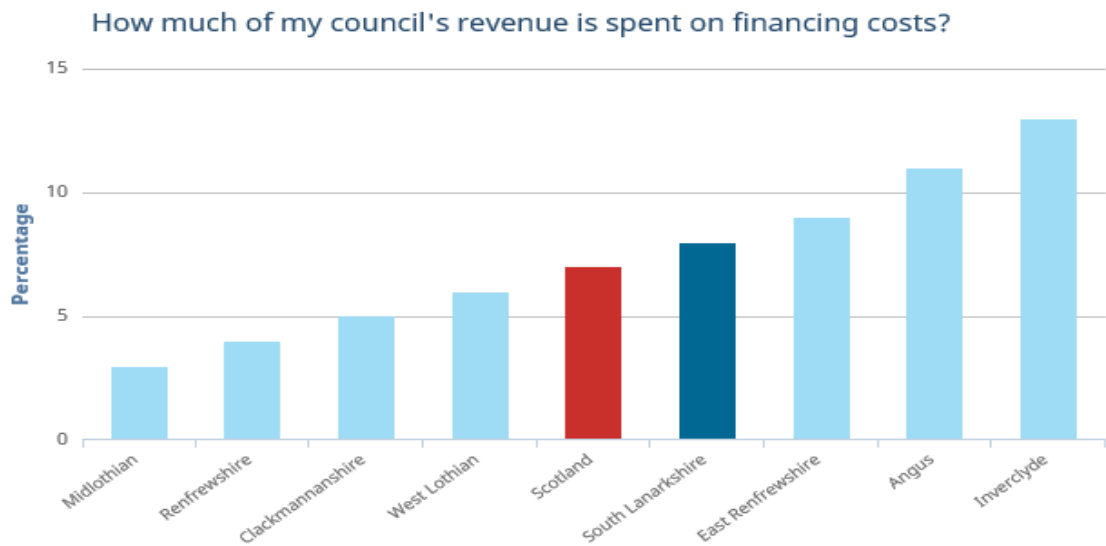
Total useable reserves as a % of council annual budgeted revenue (New)–FINSUS1 FCR



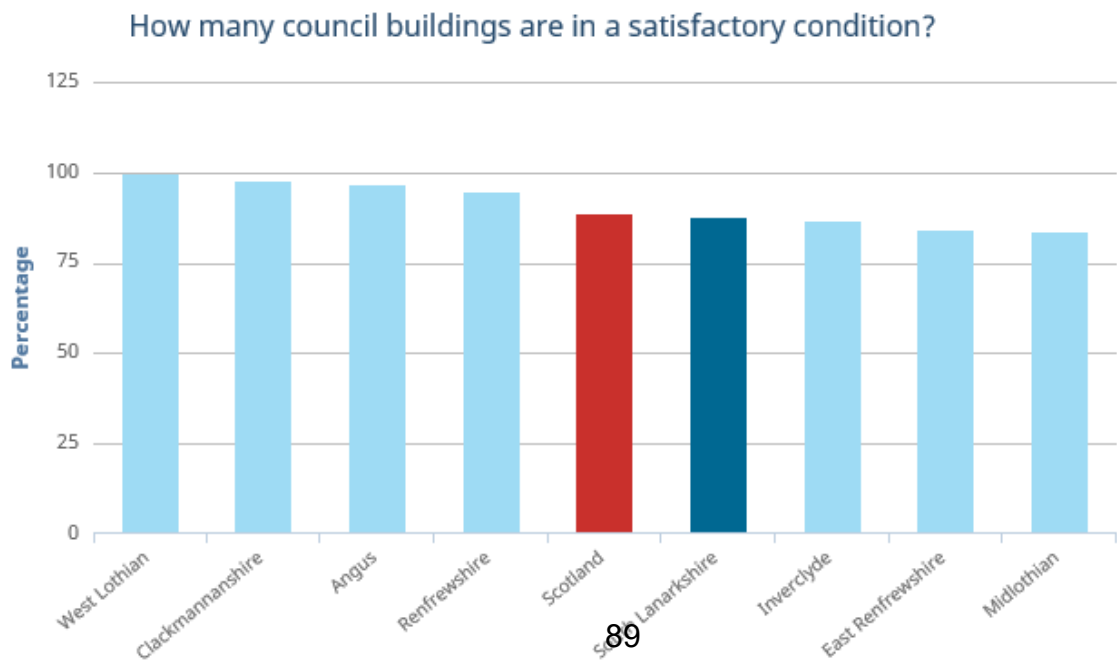
Uncommitted General Fund Balance as a % of the council annual budgeted net Revenue (New)- FINSUS2 FCR



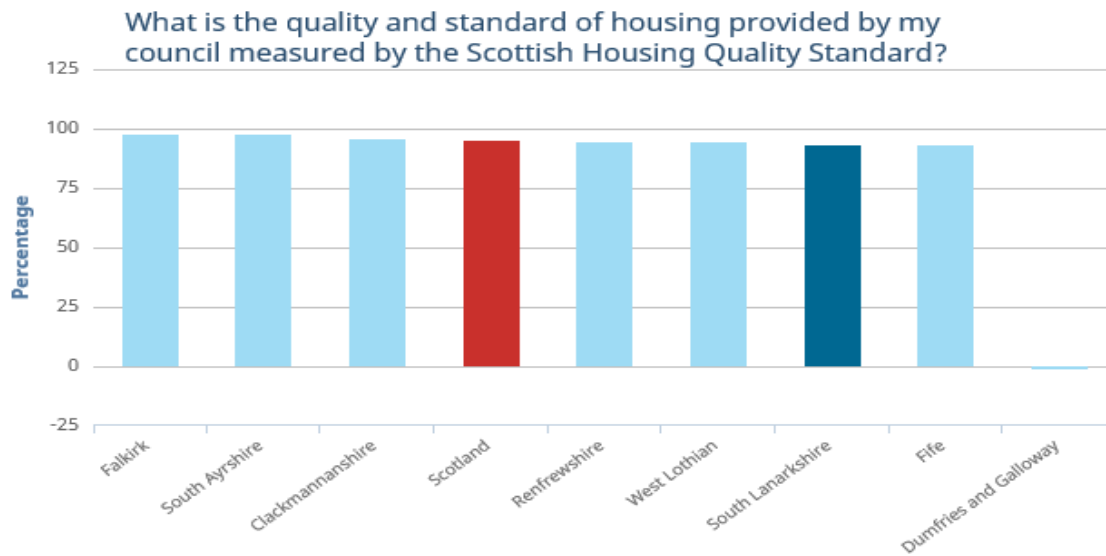
Ratio of Financing Costs to Net Revenue Stream- General Fund (New) – FINSUS3 – FCR



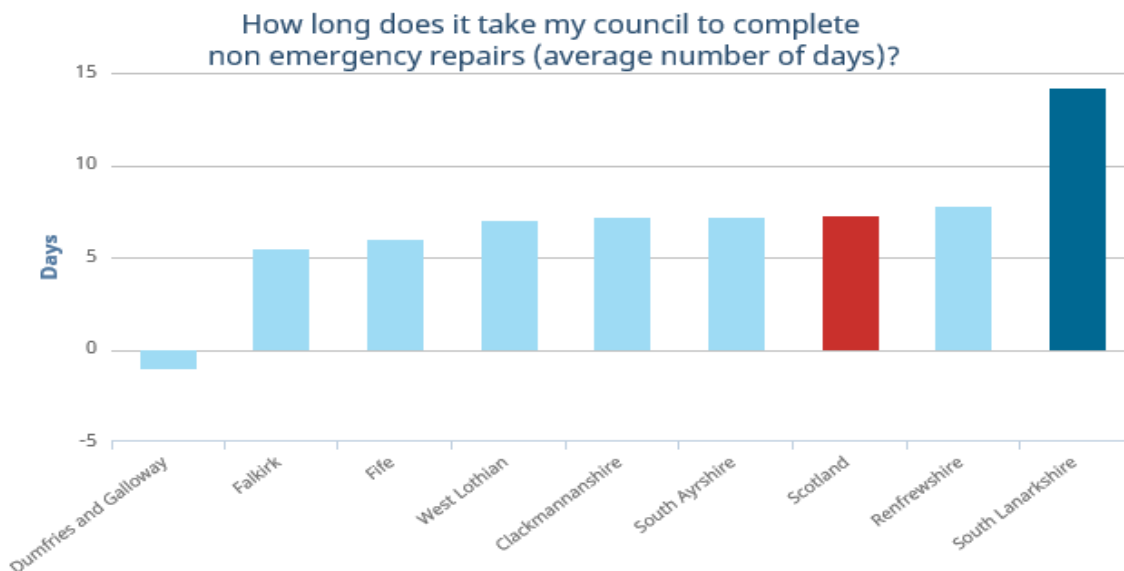
Percentage internal floor area of operational buildings in satisfactory condition – CORP-ASSET2 – HTR



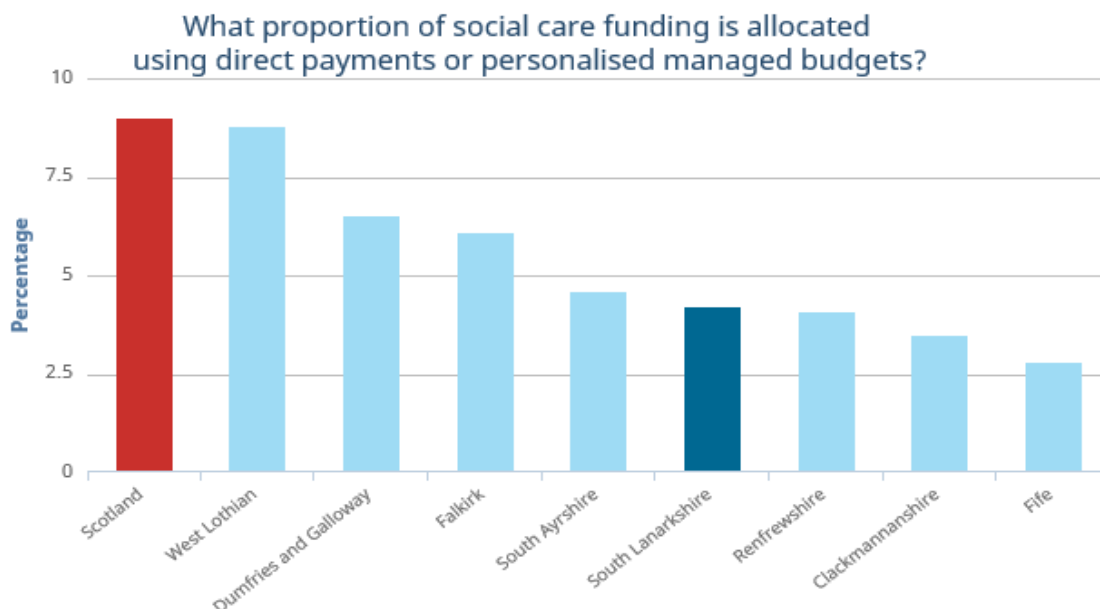
Percentage of dwellings meeting Scottish Housing Standards – HSN3 – HTR



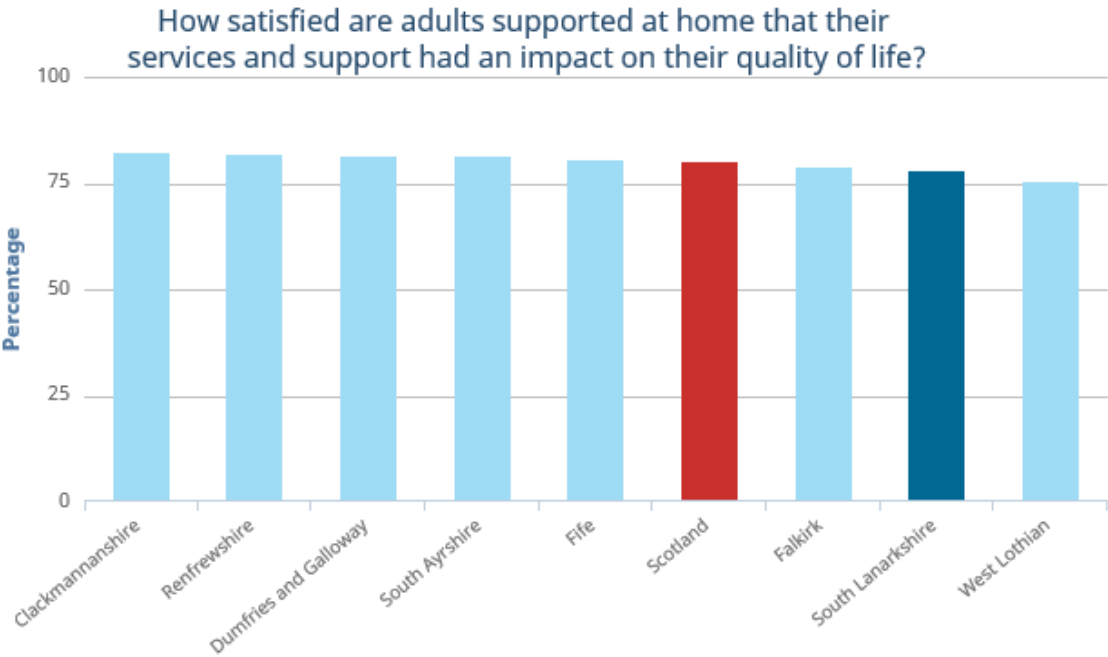
Average number of days taken to complete non-emergency repairs – HSN4b – HTR



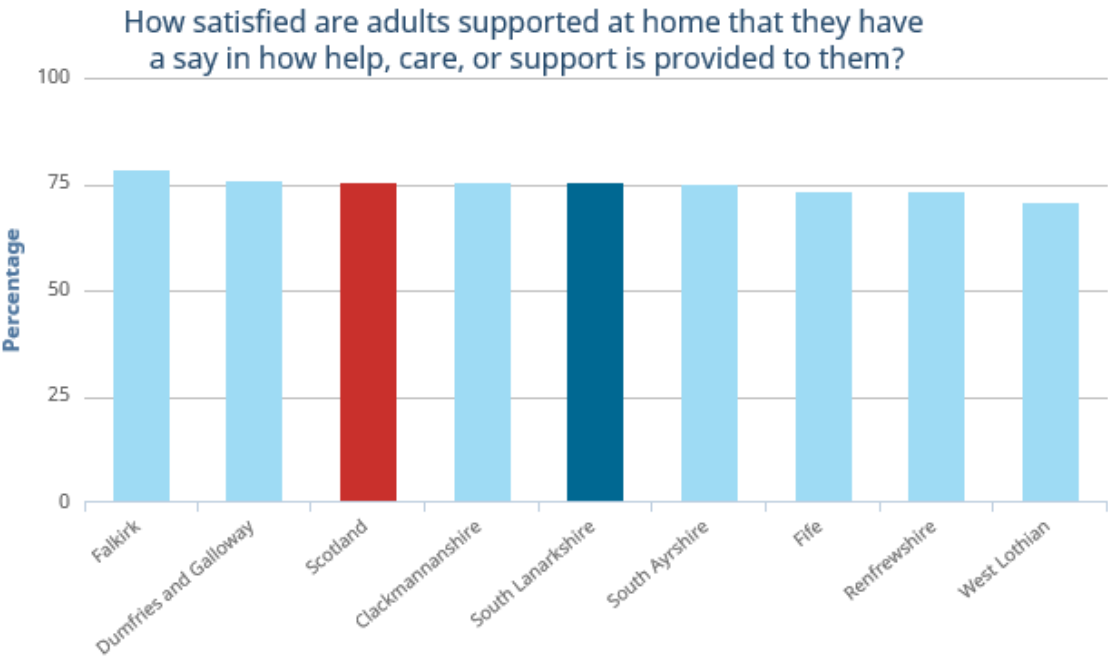
Self Directed Support (Direct payments and managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+ – SW2 – SWR



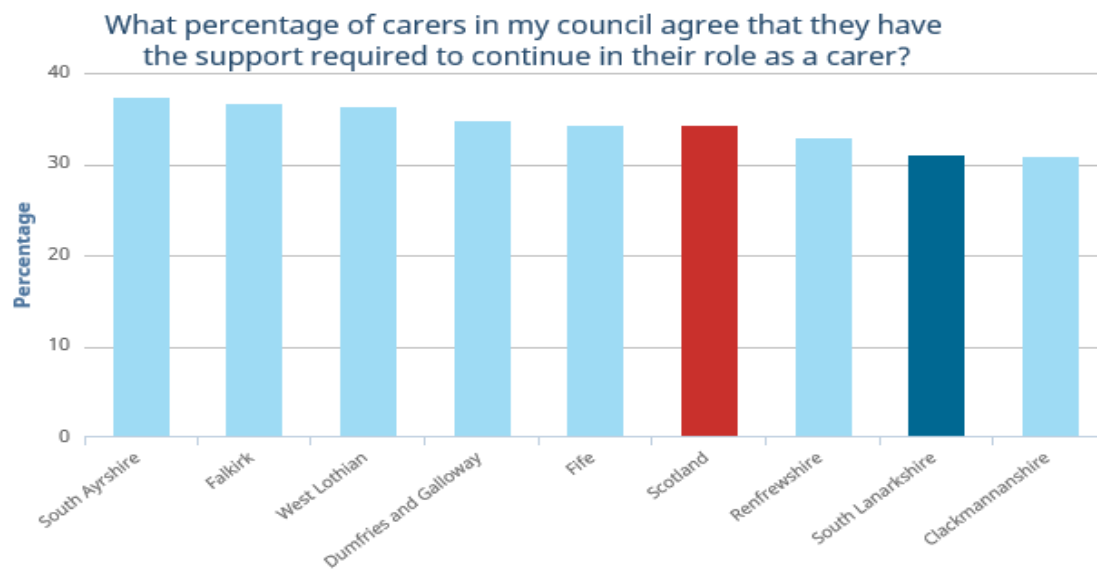
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life – SW4b – SWR



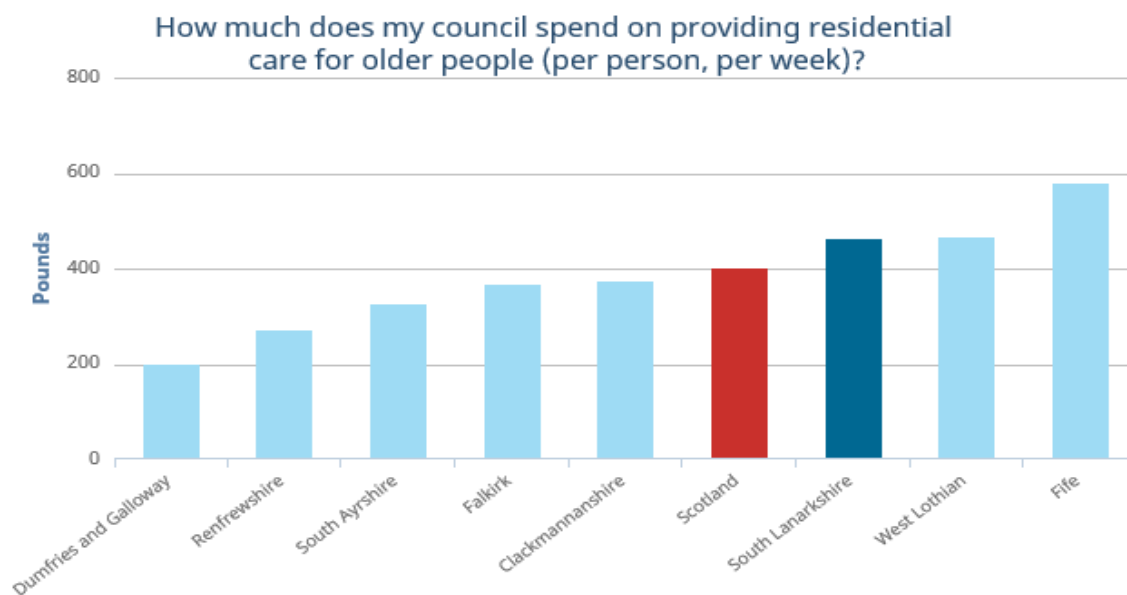
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided – SW4d – SWR



Percentage of carers who feel supported to continue in their caring roles – SW4e – SWR

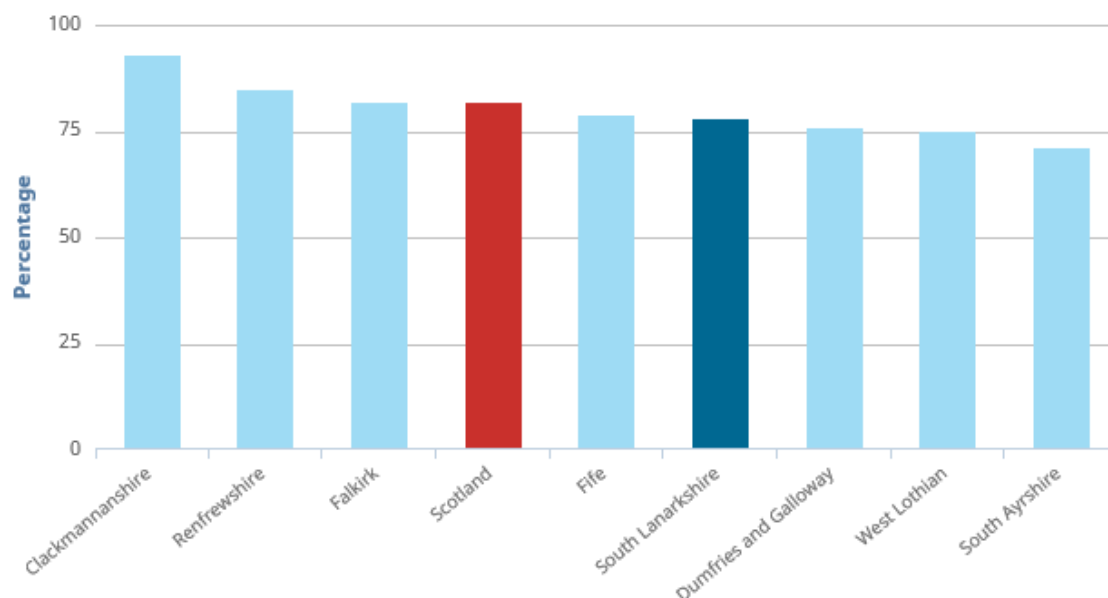


Residential cost per week per resident for people aged 65 or over – SW5 – SWR

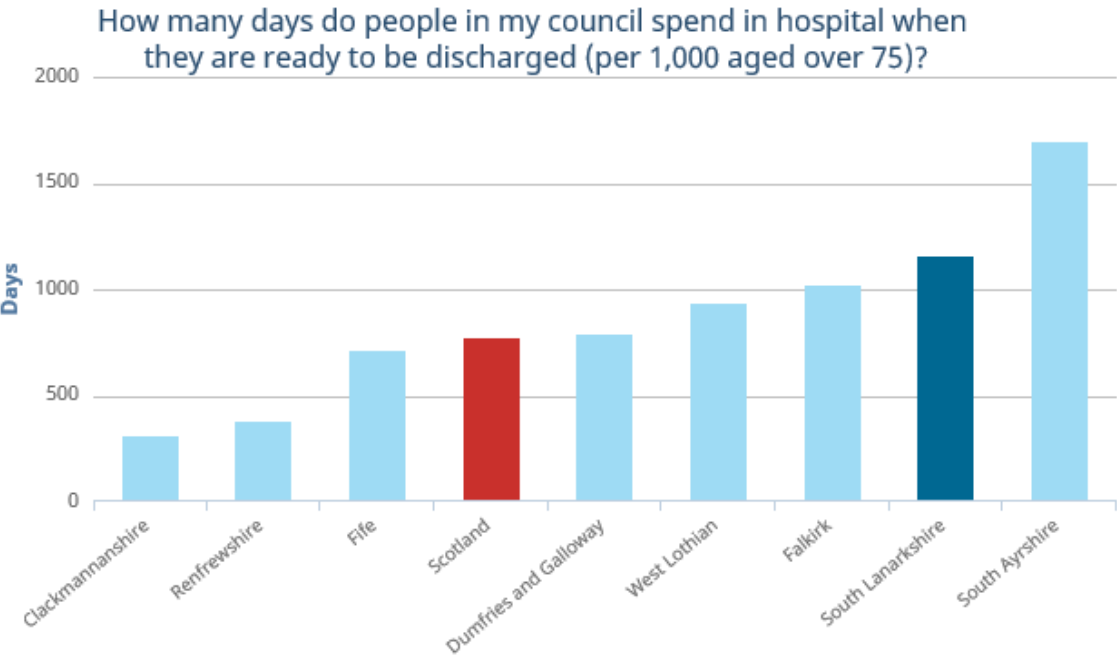


Proportion of care services graded 'good' or better in Care Inspectorate Inspections – SW7 – SWR

What percentage of care services funded by my council are rated good or better?



Number of days people spend in hospital when they are ready to be discharged, per 1,000 population – SW8 – SWR



Report

4

Report to: **Performance and Review Scrutiny Forum**
 Date of Meeting: **18 May 2021**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Improvement Service Strategic Framework**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Performance and Review Scrutiny Forum (PRSF) with an overview of the recently published Improvement Service (IS) Strategic Framework

2. Recommendation(s)

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

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

3. Background

- 3.1. On 1 December 2020, the Improvement Service (IS) launched a two-year Strategic Framework for the period 2020-2022. The Framework sets out the Improvement Service's vision, purpose, values and strategic priorities alongside high-level commitments around its three core offers in Transformation, Performance and Improvement; Data and Intelligence; and Digital Public Services.
- 3.2. This report summarises the IS Strategic Framework and notes areas where the work of the IS is relevant to the Council's own priorities across the domains of Transformation, Performance and Improvement, Data and Intelligence and Digital Public Services.

4. The Improvement Service Strategic Framework

- 4.1. The Improvement Service is a company limited by guarantee, with 34 members – COSLA, Solace and Scotland's 32 local authorities. Established in 2005, the IS delivers improvement support to help Councils provide effective community leadership, strong local governance and high quality, efficient local services.
- 4.2. The IS positions itself as the "go to" organisation for local government improvement in Scotland. It identifies its purpose as to:-
- ◆ provide leadership to Local Government and the wider system on improvement and transformation
 - ◆ develop capability and capacity for improvement within Local Government
 - ◆ deliver national improvement programmes for Local Government and partners and support councils to improve at a local level
 - ◆ provide research, data and intelligence to inform Local Government's policy-making and decision-making and to drive improvement
 - ◆ deliver national shared service applications and technology platforms

- ◆ broker additional resources from outwith the sector to support the delivery of Local Government's priorities

4.3. The Improvement Service notes that the operating context of Scottish Local Government continues to be challenging and is evolving at pace, not least due to the Covid-19 pandemic and the UK's withdrawal from the European Union. Table 1 below summarises its PESTLE analysis of key drivers for its strategic priorities.

Table 1 – the Improvement Service PESTLE analysis

Political	<ul style="list-style-type: none"> ▪ Scottish Government's Programme for Government ▪ COSLA's Blueprint for Local Government ▪ Scottish Government elections in 2021 and Local Government elections in 2022.
Economic	<ul style="list-style-type: none"> ▪ Financial challenges for Local Government ▪ Financial impacts of the pandemic ▪ Strategies to cope – use of reserves and reprofiling debt
Social	<ul style="list-style-type: none"> ▪ Impact of the pandemic driving greater socio-economic disadvantage and widening inequality of outcomes ▪ At the same time, there has been an increase in sense of community and volunteering. ▪ Post-Covid world will be different, which will impact on Local Government.
Technological	<ul style="list-style-type: none"> ▪ Scotland's Digital Strategy ▪ A post-Covid world is likely to result in: <ul style="list-style-type: none"> • more contactless interfaces and interactions • a strengthened digital infrastructure with greater use of digital services • increased risk of digital exclusion • increased use of data and intelligence to inform decision-making and service delivery • increased reliance on Artificial Intelligence and robotics
Legislative/regulatory	<ul style="list-style-type: none"> ▪ UK Withdrawal from the European Union (Continuity) Bill ▪ Budget Bill ▪ Domestic Abuse Bill ▪ Incorporation of the UN Convention on the Rights of the Child (UNCRC) Bill ▪ New approaches to inspection/regulation due to Covid-19 restrictions
Environmental	<ul style="list-style-type: none"> ▪ Ambitious climate change targets have been set for Scotland, with many local authorities also declaring a climate change emergency ▪ Local authorities are also looking at recovery and renewal through an environmental and sustainability lens

4.4. In light of these drivers, the Improvement Service identifies four strategic priorities:-

- ◆ supporting Local Government to live with Covid-19 – which it will do by publishing **research, briefings, thought pieces** and **data dashboards**; **capturing learning and knowledge** gained from local government's response to the pandemic; providing **online application processes for grant applications**; and supporting **elected members** by providing **online coaching** and an **online political mentoring** programme
- ◆ supporting Local Government to re-build post Covid-19 – which it will do by assisting the **redesign and reconfiguration** of services with a **renewed focus on prevention** aligned with the **needs of people and communities**; helping councils to think about the future and **explore scenarios**, given the pandemic and Brexit; and supporting a collaborative **Modern Workplace initiative** (working with the Scottish Local Government Digital Office, the Society of Personnel and Development Scotland and COSLA)

- ◆ supporting Local Government's contribution to the delivery of the National Performance Framework – by working with the Scottish Government and councils to evolve an **employability system** which is **flexible, person-centred and more straightforward** for citizens to navigate; policy and improvement work across a number of agendas including **climate change** and **environmental sustainability, socio-economic disadvantage** and **inequality of outcomes, community resilience** and **better life chances for all children and young people**; improving outcomes in **money advice** and supporting the implementation of the **Fairer Scotland Duty**; and supporting councils to deliver effective **Early Learning and Childcare Expansion**
- ◆ supporting Local Government, working with their communities and partners, to deliver place-based approaches – by partnering with Public Health Scotland to support councils to find new ways of working across national, local, and sectoral and disciplinary boundaries, including collaborating on the links between **planning, place and public health** as part of the **whole system approach** to delivering Scotland's public health priorities; supporting councils to take forward Scottish Government's ambition for **20-minute neighbourhoods**; and setting up a national collaborative group to progress whole-systems work in relation to the **social determinants of health**

5. Council Engagement with the IS

- 5.1. South Lanarkshire Council has engaged regularly with the IS since its inception – examples include adapting the Public Service Improvement Framework (PSIF) to become Empower in South Lanarkshire; liaison with other councils through the Improvement Manager's Network; and the continuing support for the Local Government Benchmarking Framework (LGBF).
- 5.2. From time to time the Council has approached the IS to provide critical friend support or facilitation services, with recent examples including self-assessment sessions in the run-up to the South Lanarkshire Best Value Assurance Report (BVAR) in 2018; development sessions with the Community Planning Partnership Board in 2019 and 2020; and support in looking at how money advice is provided in South Lanarkshire.
- 5.3. The IS Strategic Framework comes at a time when the IS has developed a closer relationship with COSLA and positions itself – as noted above – as the “go to” organisation for local government improvement in Scotland. As well as links to SOLACE and COSLA, the IS has collaborative and other working relationships with a wide range of public sector bodies, including Health Scotland, the Local Government Digital Office, the Society of Personnel and Development Scotland, Audit Scotland, the Care Inspectorate and the Scottish Government.
- 5.4. The IS's relevance is increased by the financial and resource constraints facing councils, which over time have reduced the number of specialist personnel across local government as well as constraining the ability to purchase the range of consultancy services that was previously possible.
- 5.5. Taken together, these factors suggest that the IS may continue to be a useful resource for the Council in future, not only in terms of accessing knowledge and expertise, but also in terms of participating in emerging collaborations and joint work in relation to performance, improvement, data and intelligence and digital public services across the local government sector.

- 5.6. In terms of the Council engaging with the IS in the immediate future, table 2 below outlines a range of topics which have been identified as presenting opportunities. These will be taken forward by the appropriate Head of Service within the next 18 months, depending on the nature and scale of IS support at the local authority level.

Table 2: Areas of work and possible council engagement

Topic and description	How the council will engage	Lead
Data collection, data dashboards and sector-wide intelligence. The IS has taken on a key role in analysing and presenting dashboards for data around the impact of and response to the coronavirus pandemic; it is likely they will continue this work and the Council could benefit from continued involvement in this stream of work, which may inform its own approach to intelligence gathering and dissemination. The overall direction of this work may realise longer-term benefits for local government as a whole by pooling resources and reducing the burden of reporting to the Scottish Government and regulators.	The Council will continue to contribute to data collection and dashboard analysis work. Good practice and lessons learned by the IS and the Digital Office will be applied by the Council in its own approach to data collection and presentation.	Head of Communications and Strategy
Support for elected members including online coaching and mentoring. Audit Scotland recommended in the Council's BVAR that the quality of scrutiny should be improved, and any resources which assist elected members to meet the requirements of their role should be explored.	The Council will take advantage of training materials and masterclasses run by the IS.	Head of Administration and Legal Services
Service redesign. The IS's work on the redesign and reconfiguration of services, particularly in the post-Covid environment, will be worth monitoring for examples of good practice and innovation. The digital public services aspect of this will be of particular interest.	The Council will learn from good practice and success stories elsewhere in Scotland. The Council will contribute to debate and consultations on digital public services, particularly where these have a Scotland-wide component.	Head of Personnel/ Head of Information Technology Services
The collaborative Modern Workplace initiative. This initiative, which the IS will develop with the Scottish Local Government Digital Office, the Society of Personnel and Development Scotland and COSLA may help the Council deliver on its employability ambitions.	The Council will contribute to this initiative as appropriate and look to adopt identified good practice.	Head of Personnel

Money advice. The work the IS has done and will continue to do around money advice and advice services in general will continue to be of interest as the Council looks to redesign this area of service provision – particularly in light of available technology and public expectations post-Covid.	The Council will contribute to this workstream as appropriate and look to adopt identified good practice.	Head of Finance (Transactions)
Planning for place. The IS's work around place-based planning together with the focus on the social determinants of health has relevance for strategic planning for the Council and CPP, and may be of interest when looking at the new Council Plan and Community Plan, as well as our sustainability, Community Wealth Building and neighbourhood planning ambitions.	The Council will draw upon IS expertise in this area when considering place-based approaches to planning. The Council will share its own experience as it moves forward with this agenda over the next 18 months.	Head of Communications and Strategy

- 5.7. The Forum is asked to note these topics as potential areas for engagement with the IS over the period of its Strategic Framework. Updates on the progress of such engagement will be brought as appropriate to future meetings of the Forum.

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 direct climate change, sustainability and natural environment implications arising from 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. No consultation was required in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

5 May 2021

Link(s) to Council Values/Ambitions/Objectives

- ♦ Ambitious, self-aware and improving

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

E-mail: Tom.Little@southlanarkshire.gov.uk