

## Annual Governance Statement 2021/2022 – Significant Governance Areas

## Quarter 2 and 3 Update – September/October 2022 to March 2023

Areas identified in 2021/2022	Actions	Quarter 2 and 3 Progress
<p><b>1. COVID-19 pandemic</b></p> <p>The council will continue to respond to matters arising from the COVID-19 pandemic</p>	<p>The council will continue to monitor national guidance; maintain ongoing resilience arrangements; and implement further measures as and when required in response to the Pandemic.</p> <p>Corporate and Resource risk registers will continue to be monitored and updated to reflect national and local developments.</p>	<p>At a national level, the pandemic is no longer being dealt with as civil emergency. As such, within the council's Corporate risk register and Resource risk registers the 'pandemic' risk description has been refocused to consider potential future events. The risk score has also been reduced to reflect the latest position. The residual effects of the pandemic are being managed at Resource level.</p> <p>Social Work/HSCP: Services have all been delivered within the national guidance. Requirements for social distancing and Infection prevention Control have been complied with for all services including personal care and face to face delivery such as care at Home and residential and care and Support Services. Public Protection has continued to be a priority and all public protection requirements have been met and reported on.</p> <p>SW/HSCP Risk register has been updated on a regular basis for all SW Committees as well as IJB's. Highest Risks remain as staffing availability and actions to mitigate have been noted as well as requirements to prioritise work and resources. Schools and educational establishments are still in the recovery and renewal phase.</p> <p>The pandemic and mitigations are included in the Risk Register approved by the Education Committee on 15 November 2022.</p> <p>We continue to monitor these risks and adopt health</p>

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		protection and public health guidance, where appropriate
<p><b>2. COVID-19 Pandemic recovery</b></p> <p>Recovery actions</p>	<p>As conditions continue to improve, the council will deliver the right services in the right way, for the benefit of our residents and communities.</p>	<p>This is ongoing for all Resources. Schools and establishments have remained open and have not been subject to any public health or pandemic restrictions during this period.</p>
<p><b>3. Cyber Resilience</b></p> <p>Compliance with legislative and regulatory policy</p>	<p>A programme of actions to maintain cyber security and resilience in 2022/2023 will include:</p> <ul style="list-style-type: none"> <li>• Refresh/retiral of legacy systems, network equipment and end user devices (mobile phones, PCs)</li> <li>• Programme of security patching of all systems</li> <li>• Compliance with PSN and Cyber Essentials schemes</li> <li>• Incident response</li> <li>• Officer training and awareness (e.g., phishing)</li> <li>• Data security reviews as part of new system installation</li> <li>• Security monitoring</li> </ul>	<p>Progress is being made against programmes of work in line with ICT Asset Management Plan.</p> <p>Security patches being applied on a regular basis and as required.</p> <p>PSN and Cyber Essentials accreditation for 2023 in progress.</p> <p>Incident response process updated and tested to ensure preparedness</p> <p>Updated Cyber Security training module published onto Learn Online staff training platform coupled with 5 day awareness programme for Cyber Scotland week</p> <p>Security reviews included with all new system procurement along with Security monitoring.</p> <p>Education Resources has a managed service ICT contract for schools to help mitigate against cyber security and the SEEMIS system has regular safety and security monitoring in place as a key workstream.</p>
<p><b>4. Financial Challenges</b></p> <p>Exceptional increase in costs, reduction in council funding, resulting in difficulties maintaining front line services.</p>	<p>The Council faces a challenging situation in the medium to long-term because of reduced funding in real terms, rising costs and an increase in demand. In addition there are exceptional increases in costs being experienced resulting in significant budget gaps that will require to be managed.</p> <p>The Council has developed a long-term strategy which identifies budget pressures, future risks and uncertainties, and projects</p>	<p>Reports on Budget strategy have been presented to meetings of full Council and Executive Committee over the course of the financial year 2022-2023 year, and at a special Council meeting held on 22 February 2023 the budget for 2023-2024 was approved.</p> <p>The impact of the cost of living crisis features in Resource risk registers.</p> <p>Inflationary pressures will also present significant challenges for all council services as rising costs have to</p>

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	<p>budget gaps to 2028/2029.</p> <p>The Budget Strategy for 2023/2024 will be updated and presented to councillors during 2022.</p>	<p>managed within existing.</p>
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<p><b>5. Integrated Joint Board – Health and Social Care</b></p> <p>The need for the council to deliver the objectives set out in the Integrated Joint Board (IJB) Strategic Commissioning Plan 2022-25</p>	<p>The current strategic direction set out and approved by the IJB is detailed within the Strategic Commissioning Plan. The council and NHS Board are required to deploy their resources in line with this strategic direction.</p> <p>The IJB issues Directions that set out the key actions to be delivered by the council during the year 2022/2023 and these Directions were agreed by the IJB at its special budget meeting in March 2022.</p> <p>The council will provide progress updates against Directions for which it is the lead organisation.</p>	<p>The strategic Commissioning plan and directions for both health board and council have been delivered for this quarter in full. Full reporting of performance and scrutiny takes place at the IJB Performance and Audit sub committee on a quarterly basis that reports to the IJB re directions and risks.</p> <p>Strategic Commissioning Plan and Annual Performance Report (APR) are reported to Social Work Committee for noting for committee and council.</p> <p>Directions and budget are also externally audited and reported on and no issues or risks re governance and reporting noted.</p>
<p><b>6. Review of Community Planning</b></p> <p>Provide support to the review of Community Planning arrangements</p>	<p>During 2019, the Community Planning Partnership Board undertook a self-assessment of the current Community Planning arrangements. Improvement actions were later supplemented by the recommendations from the Council's Best Value Assurance Review and a group was set up to take these forwards.</p> <p>The review focuses on several key areas including structures, governance, and accountability arrangements. The council will provide resources to support the</p>	<p>The review of the community planning structures is progressing with the Clydesdale and Cambuslang/ Rutherglen Community Partnerships meeting regularly and the Hamilton and East Kilbride Community Partnerships being developed.</p> <p>The mapping of the current partnership activity by the Thematic Groups concluded in December 2022. This was followed by an Outcomes Leads Group review session in January 2023 to consider the recommendations and agree a draft Community Planning structure. The new structure will remain under review and will continue to evolve alongside the Community Plan and the associated delivery requirements.</p>

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<p><b>6. Review of Community Planning cont'd.</b></p>	<p>implementation of the agreed actions.</p> <p>The proposal was approved by the Community Planning Partnership Board at their meeting in September 2020. This highlighted a two-phase approach to implementation, with interim actions to be delivered during the 2021/2022 year leading to final improvements, particularly around structures, during 2022/2023 in order to ensure that the partnership is fit for purpose to deliver the outcomes within the new Community Plan, which will be created using a co-production model during 2021/2022.</p> <p>Interim structures are in place and the new Community Plan was presented to the CPP Board for approval on 22 June 2022 together with a progress update on structure changes. Further progress updates were made to the CPP Board on 14 September 2022 detailing the changes required to governance structures in order to deliver the plan. Work continues with the partners to progress changes.</p>	<p>The work of the Outcomes Leads group has moved to locality-based planning and delivery which is key to realising the partnership's ambition to build structures from the community level, upwards. The current focus of the group is to develop a locality-based proposal and implementation plan.</p> <p>Work continues to progress the Community Plan including the establishment of a working group to map the plan to the 17 UN Sustainable Development Goals. The Community Plan Year One actions have also now been consolidated with other CPP action plans and have been combined to create a composite action plan for the partnership for 2023/2024.</p> <p>As part of the Community Planning governance review, Thematic Groups are revising their Terms of Reference where necessary and governance arrangements are being developed at board level and a new CPP Board reporting template has been produced to improve the accessibility of reports.</p> <p>A further progress report will be submitted to the CPP Board on 22 March 2023.</p>
<p><b>7. Community Wealth Building</b></p> <p>Deliver the Community Wealth Building Strategy</p>	<p>The Community Wealth Building Strategy which was approved in March 2021 will bring fundamental changes to how the Council delivers its services and works with its partners and communities. In August 2021 the Community Wealth Building Commission approved an action plan containing a range of actions to progress the aspirations of the Strategy over a 3-to-5-year timeframe. A risk register has been developed and approved.</p>	<p>A refreshed action plan for 2022-23 was approved by the Commission in September 2022. Through the CWB Progress Group, the revised action plan incorporated Partner feedback and input. The action plan strengthened links between CWB and the climate change and sustainability agenda, as well as "place-building" and the role of spatial planning.</p> <p>The Commission has considered detailed reports on key topics under the 5 pillars, notably the impact of changes to quick quote; further analysis of spend and local</p>

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	<p>Risk monitoring arrangements are in place</p> <p>An annual report highlighting progress over the first year of the Strategy was presented to the Commission on 28 June 2022 for approval.</p> <p>Year 2 Actions identified in the approved Action will be progressed in 2022/2023</p>	<p>businesses' perceptions of procurement; and details of town centre action plans.</p> <p>A development session with invited guests from the Scottish Government and Neil McInroy from CLES in September 2022 provided the Commission with an opportunity to hear about best practice elsewhere and the wider Scottish dimension. Ideas arising from the discussion are being taken forward in 2023, e.g., the potential for developing a South Lanarkshire Anchor Charter.</p>
<p><b>8. Sustainable Development and Climate Change</b></p>	<p>The Council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. A review of the council's Sustainable Development and Climate Change Strategy (2017 to 2022) has commenced and is scheduled to conclude during 2022; and a new Strategy for 2022-2027 was developed and presented to Council in June 2022 for approval together with the Council Plan and Community Plan. An Action Plan is being developed covering the 5-year period of the Strategy. The Action Plan will be reviewed annually with progress updates being reported to the Climate Change and Sustainability Committee on a 6 monthly basis.</p>	<p>The Sustainable Development and Climate Change Strategy Action Plan 2022-2027 has been developed and presented to the Climate Change and Sustainability Committee for approval on 8 February 2022 together with Associated Improvement Actions for 2023/2024. The Quarter 2 progress report for 2022/2023 was presented to the Committee on the same date. Education Resources has climate change and sustainability as a core priority for 2022/2023 for all of its schools and services.</p> <p>The voice of young people to help shape and influence action on climate change and sustainability is being heard through the Youth Forum. A highly successful conference was held in October 2022 for primary aged pupils led by senior pupils with pledges of change being an outcome.</p>
<p><b>9. Economic Strategy</b></p>	<p>The new draft Economic Strategy 2022-2027 has been developed and approved by Council on 15 June 2022 as part of a suite of documents accompanying the draft Council Plan and Community Plan. The vision within the Strategy is "to make South Lanarkshire a flourishing, green, dynamic and equitable place</p>	<p>Following the completion of the further consultation on the draft strategy the finalised Economic Strategy 2022 to 2027 was approved at the Executive Committee held on 30 November 2022.</p> <p>The graphic design of the document is nearing completion and the Action Plan is being developed to ensure it can respond to the fast moving economic</p>

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<b>Economic Strategy Cont'd.</b>	<p>for communities, visitors, businesses and investors". The Strategy is framed around the 3 themes of sustainable, inclusive, economic development- People, Place and Business.</p> <p>Further online consultation on the Strategy took place during July and August. Progress on the delivery of the Action Plan will be measured 6-monthly with the results being reported annually to the relevant committees.</p> <p>The council will continue to lead on local economic recovery for South Lanarkshire businesses through promotion of local economic support networks and contribution to the pan-Lanarkshire Economic Forum.</p>	<p>environment that we live in and the challenges it brings and opportunities that it offers.</p>
<b>10. Implement the outcomes following the Cross-Party Working Group Review of South Lanarkshire Leisure and Culture (SLLC)</b>	<p>Outcomes of the Review will continue to be implemented over the course of the 2022/2023 and include:-</p> <ul style="list-style-type: none"> <li>• Presentation of the modernised constitution for the new SCIO model approved by the SLLC Board in February 2022 to the Council for approval in 2022</li> <li>• review of various Service Level Agreements that exist for the provision of shared services with the aim of strengthening the SLC/SLLC partnership); and Continue to engage with community groups on community asset transfer of SLLC assets.</li> </ul>	<p>The modernised constitution to complete the transition of South Lanarkshire Leisure and Culture from a charitable company limited by guarantee to a Scottish Charitable Incorporated Organisation (SCIO) was approved by South Lanarkshire Council at the meeting on 15 June 2022. Arrangements for the appointment of Board members and an Independent Chair were noted. The review of Service level agreements is ongoing and engagement is continuing with community groups on community asset transfer. A transfer was agreed by Housing and Technical Resources committee to a Community Group at their meeting on 14 December 2022.</p>
<b>11. Recruitment and Retention Challenges</b>	<p>COVID-19 and Brexit have had a substantial impact on recruitment and retention as the labour market has tightened and employees have more mobility through agile working which is not necessarily tied to a geographical location. In addition some older workers have</p>	<p>We continue to develop the recruitment programme for procurement graduates, holding an in person recruitment event in February 2023, with the objective of improving retention levels.</p> <p>Recruitment strategies have been put in place to attract and retain teachers, early years and support staff, to meet national</p>

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<p><b>11. Recruitment and Retention Challenges Cont'd.</b></p>	<p>reassessed priorities and taken up an option for partial or full retiral earlier than they would have done previously.</p> <p>As a result there are a number of skills in short supply nationally and this is putting pressure on local government services. Examples of this include HGV drivers, procurement and Social Care. The impact on Senior Manager recruitment and retention is also clear and turnover at this level is closely monitored</p> <p>South Lanarkshire Council has experienced these issues and is taking the following actions:-</p> <ul style="list-style-type: none"> <li>• Workforce Plans were refreshed to reflect the changed environment by 30 June 2022. The updated plans were reported to the relevant Resource Committees in September and October 2022.</li> <li>• A grow your own approach is being used in key areas (recruited graduates in Procurement)</li> <li>• Increasing social media recruitment and use of job fairs</li> <li>• Employability routes are being defined for skills shortage areas (e.g. Social care)</li> <li>• Enhanced employee support arrangements are in place but also being reviewed for development</li> </ul>	<p>teacher numbers and standards.</p> <p>The Council wide and Resource workforce plan action plans are being progressed, with ongoing activity to boost recruitment via use of social media.</p> <p>An approved Social Care Workforce Plan and also a wider Health and Social Care Workforce Plan which seeks to address some of the challenges. However, many of these challenges are national and ones which South Lanarkshire cannot solve on its own</p>