



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 21 September 2020

Dear Councillor

Performance and Review Scrutiny Forum

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

Date: Tuesday, 29 September 2020
Time: 09:30
Venue: By Microsoft Teams and Committee Room 1,

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 18 February 2020 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

- 3 **Council Plan Connect 2017/2022 - Quarter 4 Progress Report 2019/2020** 7 - 72
Report dated 31 August 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Self-Assessment and Improvement Activity Annual Update 2019/2020** 73 - 86
Report dated 13 August 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Annual Performance Spotlights 2019/2020** 87 - 102
Report dated 15 August 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 6 **Resource Plans and Connect Reporting 2020/2021** 103 - 108
Report dated 25 June 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **North Ayrshire Council and Moray Council Best Value Assurance Reports (BVAR) Published by the Accounts Commission** 109 - 112
Report dated 8 September 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Urgent Business

- 8 **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 in Committee Room 2, Council Offices, Almada Street, Hamilton on 18 February 2020

Chair:

Councillor John Ross

Councillors Present:

Councillor Alex Allison, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Joe Fagan, Councillor Mark McGeever (*substitute for Councillor Brown*), Councillor Jared Wark

Councillors' Apologies:

Councillor Robert Brown, Councillor Katy Loudon

Attending:

Chief Executive's Service

C Sneddon, Chief Executive

Community and Enterprise Resources

S Clelland, Head of Fleet and Environmental Services; S Keating, Property Development Manager; G Mackay, Head of Roads and Transportation Services; A McKinnon, Head of Facilities, Waste and Grounds Services; T Meikle, Area Manager, Planning and Building Standards Services (Cambuslang/Rutherglen and East Kilbride)

Education Resources

D Dickson, Education Operations Manager

Finance and Corporate Resources

P Manning, Executive Director; T Little, Head of Communications and Strategy; P MacRae, Administration Officer; 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 26 November 2019 were submitted for approval as a correct record.

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

3 Best Value Assurance Report – Action Plan Update

A report dated 23 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the progress of the Best Value Assurance Report (BVAR) action plan.

The Council's BVAR had been published by the Accounts Commission on 28 March 2019. At its meeting on 26 June 2019, the Council had considered the BVAR and approved an action plan with 16 high level actions addressing each of the recommendations contained in the BVAR.

Progress against those actions was detailed in the appendix to the report. Of the 16 actions:-

- ♦ 13 had been identified as green, (the timescale or target had been met in line with expectations)
- ♦ 2 had been identified as amber, (there had been minor slippage against timescale or minor shortfall against target)
- ♦ 1 had been identified as red, (there had been major slippage against timescale or major shortfall against target)

Progress against specific actions would be reported to the relevant committees throughout 2020.

The Forum decided: that the report be noted.

4 Local Government Benchmarking Framework (LGBF) – 2018/2019 Results and Action Plan

A report dated 23 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the Scottish Local Government Benchmarking (LGBF) results for 2018/2019.

The LGBF compared spend/cost, performance and customer satisfaction results over several years and between similar councils. It comprised a number of performance indicators across a range of services

Information on the Council's LGBF data and results for 2018/2019, together with comparative data for 2017/2018 and 2016/2017, was provided in Appendix 1 to the report. This information also showed whether the Council's performance in 2018/2019 had improved, remained the same or declined compared to the previous year and how the Council's performance compared with the Scottish average and against Family Group results.

At a local level, each council was required to publish its results at the same time as the publication of the national results by the Improvement Service. The Improvement Service would continue to:-

- ♦ review and develop indicators
- ♦ hold benchmarking events where local authorities could share good practice

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

The Forum decided:

- (1) that the LGBF results, narrative, actions and Family Group analysis identified following scrutiny of the results for 2018/2019 be noted;
- (2) that it be noted that the Council's LGBF results and explanatory narrative for 2018/2019 would be published on the performance pages of the Council's website, to coincide with the official publication of the national results by the Improvement Service; and
- (3) that the developments and events being undertaken by the Improvement Service/ LGBF Board be noted.

5 IMPROVe Red and Amber Results at Quarter 2, 2019/2020

A report dated 23 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on performance measures where IMPROVe results at Quarter 2, 2019/2020 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, 24 out of 589 measures relating to Council priorities had a status of 'amber' and 12 had a status of 'red'. The remaining 553 measures (94%) had a status of 'green' (the timescale or target had been met in line with expectations).

For 2019/2020, there had been an increase in the number of 'red' and 'amber' measures reported in comparison to previous years. This was due, in part, to a comprehensive review of measures and targets which had been undertaken in advance of the preparation of the 2019/2020 Resource Plans. This had resulted in more challenging targets being set and a 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 the appendix 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.

The Forum decided: that the report be noted.

6 Highland Council Best Value Assurance Report Published by the Accounts Commission

A report dated 23 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on a recent Best Value Assurance Report (BVAR) on Highland Council, published by the Accounts Commission on 23 January 2020.

A summary of the key areas of focus of the Best Value report and recommendations for Highland Council were detailed in the report.

The Forum decided: that the report be noted.

7 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	29 September 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council Plan Connect 2017-22: Quarter 4 Progress Report 2019-20
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Council Plan Connect Quarter 4 Progress Report 2019-20, for the period 1 April 2019 to 31 March 2020

2. Recommendations

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

- (1) that the Connect Quarter 4 Progress Report 2019-20 be noted.

3. Background

3.1. The Council Plan Connect covering the period 2017-22 was approved by the Executive Committee on 8 November 2017 and by South Lanarkshire Council on 6 December 2017. The Plan sets out the Council's vision, values, ambitions and objectives for the five year period.

3.2. As part of the performance reporting arrangements introduced in 2007, it was agreed that progress reports on the Council Plan would be provided at the mid-year point (Quarter 2) and at the end of the financial year (Quarter 4). This report provides a summary of progress on Connect as at the end of Quarter 4, 31 March 2020, inclusive of Local Government Benchmarking Framework and other external indicators, as appropriate, and key internal performance measures.

3.3. The latter part of the period covered by this report included the first stages as the Covid-19 epidemic took hold across the United Kingdom. Reference is made to the impact of the disease and the response to it in numerous places throughout the Quarter 4 Progress Report 2019-20, which is attached as Appendix 1.

3.4. As elected members are aware, the Council was forced to suspend or reduce a number of services that could not be continued in full due to government advice, including adhering to physical distancing requirements for residents and for staff. The Council was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses.

3.5. As a result, there has been an inevitable impact on performance in some areas though, as this report covers the period to 31 March 2020, this impact is not as great as might be expected in further performance reports that will follow, covering later periods.

4. Quarter 4 Progress 2019-20

- 4.1. The Council Plan offers flexibility, both at the Resource level and from one year to the next, in the choice of actions and measures required to deliver the Council's objectives. Alongside this flexibility, however, comes the requirement to ensure that the golden thread from Council Plan to Resource Plan remains unbroken and that the reporting framework for Resource Plans also delivers full and appropriate reports for the Council Plan.
- 4.2. The reporting framework for the Council Plan identifies key measures within Resource Plans which are taken and combined in a Connect report to provide a balanced picture of Council performance against Connect objectives.
- 4.3. The Council Plan is not prescriptive about the actions and measures to be used for reporting; rather, it is for each Resource to detail, through their Resource Plan, what actions they will take forward in support of the Council's objectives and also, what measures they propose to use as indicators of progress.
- 4.4. A total of 583 measures have been identified within Resource Plans for 2019-20. Of those, 140 (24%) have been nominated as key measures for reporting progress against Connect.
- 4.5. Progress to date against all measures is contained in the Connect Quarter 4 Performance Report 2019-20, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

Status	Definition
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. This will be reported when available
Contextual	Included for 'information only', to set performance information in context

- 4.6. To ensure adequate scrutiny of performance across all Resources, individual Resource Committees receive details of all 'red' measures relating to that Resource including management actions, where applicable. In addition, the Council's Performance and Review Scrutiny Forum may consider those measures across all Resources reporting a 'red' and/or 'amber' status. The overall summary of Connect progress to date (as at 4 August 2020) is as follows:-

Status	Measures	
	Number	%
Green	112	80%
Amber	8	6%
Red	5	4%
Report later/Contextual	15	10%
Totals	140	100%

4.7. Progress for financial year 2019-20 on each of the 11 Connect objectives and the related achievements have been summarised in the following tables:-

4.7.1.

Connect Objective: Improve later life					
Number of measures	Green	Amber	Red	Report later	Total
	5	1	0	2	8
Achievements	654 properties have been upgraded to meet the Scottish Government Amenity specification.				
	Over 1,650 adaptations have been completed in council and private homes allowing people to remain in their own home. All demand has been met and there is no waiting list for council adaptations.				
	100% of approved applications for adaptations were completed.				

4.7.2.

Connect Objective: Protect vulnerable children, young people and adults					
Number of measures	Green	Amber	Red	Report later	Total
	11	0	2	1	14
Achievements	The young carer's service continues to deliver on the Carer's Act: staff attended training on the young carer's grant and travel passes. This funding benefits young carer's by allowing them to take part in more opportunities, reducing isolation and enabling the development of social skills, self-esteem, resilience and self-efficacy.				
	As at 31 March 2020, there were a total of 759 looked after children. The balance of care being 90% in a Community setting and 10% in a residential setting. This is in line with the target and the Scottish average.				

4.7.3.

Connect Objective: Deliver better health and social care outcomes for all					
Number of measures	Green	Amber	Red	Report later	Total
	4	0	0	4	8
Achievements	492,000 nutritious, healthy breakfasts were served during 2019-20 as part of the Council's new Breakfast Club Initiative. (Note: these figures are up to 20 March 2020 when schools were closed due to Covid-19).				
	Strategic Housing Investment Plan 2020-25 approved by Scottish Government and being progressed.				
	The Integration Joint Board (IJB) Directions focus on shifting the balance of care with new Commissioning Intentions detailed in the 2019-22 Strategic Commissioning Plan. Further directions were issued with regards to Carers, the modernisation of South Lanarkshire Care Facilities, the review of day opportunities and progress with the implementation of Self-Directed Support and improvement planning.				

4.7.4.

Connect Objective: Improve the availability, quality and access of housing					
Number of measures	Green	Amber	Red	Report later	Total
	8	0	0	0	8
Achievements	Annual housing land monitoring was carried out which shows that the five year housing land supply is being maintained.				

Connect Objective: Improve the availability, quality and access of housing					
Number of measures	Green	Amber	Red	Report later	Total
	8	0	0	0	8
	To deliver an effective housing repairs and maintenance service, 96% of response repairs completed on time, against our target of 90% 476 new affordable homes delivered in partnership with our Registered Social Landlords				

4.7.5.

Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel					
Number of measures	Green	Amber	Red	Report later	Total
	6	4	0	0	10
Achievements	An external national survey indicates that 30.3% of our road network should be considered for treatment, compared to our current target of 31.2%. This continues a trend of year on year improvement since the commencement of the Roads Investment Plan. The Scottish average is 35.0%.				

4.7.6.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities					
Number of measures	Green	Amber	Red	Report later	Total
	26	2	0	3	31
Achievements	<p>The Community Planning Partnership's first Annual Outcomes Report which outlines progress to date against the Community Plan 2017-2027 was published by the due date (30 September 2019).</p> <p>The Council Food Strategy was developed and endorsed by Community and Enterprise Resources Committee in November 2019 and approved by the Executive Committee in December 2019 and the action plan developed.</p> <p>We set a target to reduce vehicle emissions by 10% in 2019-20 against the baseline of 2014-15. We exceeded this, achieving 13.3%. This was achieved through the procurement of efficient vehicles, the roll out and use of vehicle telematics and other initiatives designed to reduce fuel consumption including reduced engine idling.</p> <p>We continue to reduce the reliance on single-use plastic items with the removal of many single-use plastic items from the procurement catalogues.</p>				

4.7.7.

Connect Objective: Support the local economy by providing the right conditions for inclusive growth					
Number of measures	Green	Amber	Red	Report later	Total
	9	0	0	1	10
Achievements	<p>As a direct result of business support interventions via grants, loans or advice to businesses, 943 jobs were created or sustained and additional sales of £11.91 million were generated.</p> <p>The Community Benefit Funds have awarded £975,942 of grants through 95 applications, including £195,000 in awards to 39 Community Councils or community groups to deliver micro grants, which will fund activities and projects for community benefit, including educational, recreational, leisure and other community activities, or which improve the local environment.</p>				

4.7.8.

Connect Objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration					
Number of measures	Green	Amber	Red	Report later	Total
	2	0	0	1	3
Achievements	<p>During 2019-20 outcomes for people supported by local Money Matters teams were:</p> <p>Number of new cases: 6,450</p> <p>Actual benefits £33,208,163</p> <p>New debt dealt with £8,662,373</p> <p>Number of people provided with advice: 6,535 (additional to new cases)</p> <p>The South Lanarkshire Partnership Local Child Poverty Action Report was published ahead of the deadline in June. The report includes a range of actions including to increase income from employment, increase income from benefits and reduce living costs.</p>				

4.7.9.

Connect Objective: Improve achievement, raise educational attainment and support lifelong learning					
Number of measures	Green	Amber	Red	Report later	Total
	16	0	0	1	17
Achievements	<p>The annual report for the Children's Services Plan 2018-19 was published in September and submitted to the Scottish Government.</p> <p>Over 300 pupils received an Achievement Award at the annual ceremony in June 2019.</p>				

4.7.10.

Connect Objective: Ensure schools and other places of learning are inspirational					
Number of measures	Green	Amber	Red	Report later	Total
	9	1	0	0	10
Achievements	<p>131 primary schools/nurseries completed to date. This completes a significant milestone in terms of modernising the whole of the school estate in South Lanarkshire.</p> <p>The new Early Learning Unit in Hamilton which caters for young children aged 0-5 with special and complex needs, opened to children on 1 October 2019.</p>				

4.7.11.

Connect Objective: Encourage participation in physical and cultural activities					
Number of measures	Green	Amber	Red	Report later	Total
	7	0	2	0	9
Achievements	<p>A new school in Elsrickle with adaptations for community facilities was completed on schedule in August 2019, with community facilities available for use.</p> <p>During 2019-20 there were 107,937 attendances by residents accessing South Lanarkshire Leisure and Culture health specific intervention programmes, to support equitable access for all. This exceeded the annual target of 94,000.</p> <p>The number of environmental volunteer days has increased from below 2,000 last year to over 8,000 in the current year. This is largely because of new delivery partnerships working and the number of community group partners reporting their own volunteer efforts is increasing.</p> <p>Hamilton Palace Grounds 3G pitch replacement was completed at end of September 2019.</p>				

- 4.8. In addition to working towards the 11 Connect Objectives, the Council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource Objectives have also been identified, under the heading Delivering the Plan and achieving Best Value. Progress on this and the related achievements have been summarised in the following table:-

Delivering the Plan and achieving Best Value					
Number of measures	Green	Amber	Red	Report later	Total
	9	0	1	2	12
Achievements	Following submission of a positive set of 2018-19 Accounts to Audit Scotland in line with statutory timescales, the Council received a clean audit certificate.				
	In the annual report to the Council, the external auditor highlighted the annual governance statement as good practice, providing a comprehensive account of the Council's governance arrangements.				
	The Council set a balanced budget for financial year 2020-21				
	A mid-term review of Connect was undertaken by a cross Resource group during 2019, the aim of which was to health-check priorities and emphasis, in light of the changing internal and external pressures impacting on the Council. The updated Connect provides a refreshed focus for the Council to achieve its priorities over the next two years, building on the successes achieved to date.				

- 4.9. Scrutiny of change in red/amber/green (RAG) status
A further analysis introduced to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. Of the 140 measures reported in the Connect progress report, 24 (17%) showed a change in status between Quarter 2 and Quarter 4. A summary of the measures falling into this category of further scrutiny is included at Appendix 2. It should be noted that the measures with a 'report later' status (9 measures) will be followed up and reported in the 2020-21 Quarter 2 progress report.

5. Employee Implications

- 5.1. The objectives noted within the Council Plan will inform the Resource Plans and, in turn, the Performance Appraisal process for individual employees.

6. Financial Implications

- 6.1. Provision for meeting the Council Plan's objectives is reflected in both the Revenue and Capital budgets and, longer term, within the framework of the Council's approved Financial Strategy.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no climate change, sustainability or environmental implications arising from this report.

8. Other Implications

- 8.1. The Community Plan 2017-27 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Equality Impact Assessments will be undertaken in line with the various actions within Connect as appropriate.
- 9.2. Many of the ambitions, objectives and actions detailed within the Plan reflect ongoing work programmes implemented to address local and national priorities. Extensive consultation, therefore, has already taken place in relation to a significant proportion of the objectives and actions outlined in the Plan.

Paul Manning

Executive Director (Finance and Corporate Resources)

31 August 2020

Link(s) to Council Values/Ambitions/Objectives

The Council Plan 2017-22 reflects the overarching vision of South Lanarkshire Council and details its values, ambitions and objectives, including links to the Community Planning Partnership.

Previous References

- ◆ Executive Committee - 8 November 2017: New Council Plan Connect 2017 to 2022
- ◆ South Lanarkshire Council - 6 December 2017: Recommendation Referred by the Executive Committee – Council Plan, Connect, 2017 to 2022
- ◆ Performance and Review Scrutiny Forum - 18 June 2019 - Council Plan Connect 2017 to 2022 - Quarter 4 Progress Report 2018/2019

List of Background Papers

- ◆ Council Plan Connect 2017-22

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

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E-mail: tom.little@southlanarkshire.gov.uk

Performance: www.southlanarkshire.gov.uk/performance

South Lanarkshire Council

improve

Connect

Performance Report 2019-20

Quarter 4 : April 2019 - March 2020



How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – are we on course to achieve?
The “traffic light” codes are:

Green

Achieved, or due to achieve with no issues

Amber

There may be problems or minor slippage

Red

Not on course, major slippage anticipated

Measures which are to be reported later or which are “for information only” are not colour coded

Develop a sustainable Council and communities

Provide services and infrastructure which help local communities to become more sustainable

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year Target To Date	Last 3 Years 2009/10 2010/11 2011/12
	Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes)	This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three).	Green	1.3 0.3	1.3 1.2 1.2
	Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above)	This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three).	Green	40.0% 44.1%	40.1% 38.2% 40.5%
Introduce new waste management services to reduce waste and increase recycling	Project for treatment facilities progressed by March 2013	A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution.	Amber	---	---
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding	Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works. Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012	Green	---	---
	Preparation of prioritised 5 year programme of flood protection / management projects by March 2013	Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared.	Green	---	---
	Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012	Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November.	Green	---	---

Statistics for the current year. The Target shows what we want to achieve by the end of the year. The To Date column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Statistics for the current year. The **Target** shows what we want to achieve by the end of the year. The **To Date** column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Summary - number of measures green, amber and red under each Council Plan objective/theme

Council Objective / Theme	Green	Amber	Red	Report later / Contextual	Total
Improve later life	5	1		2	8
Protect vulnerable children, young people and adults	11		2	1	14
Deliver better health and social care outcomes for all	4			4	8
Improve the availability, quality and access of housing	8				8
Improve the road network, influence improvements in public transport and encourage active travel	6	4			10
Work with communities and partners to promote high quality, thriving and sustainable communities	26	2		3	31
Support the local economy by providing the right conditions for inclusive growth	9			1	10
Support our communities by tackling disadvantage and deprivation and supporting aspiration	2			1	3
Improve achievement, raise educational attainment and support lifelong learning	16			1	17
Ensure schools and other places of learning are inspirational	9	1			10
Encourage participation in physical and cultural activities	7		2		9
Delivering the plan and achieving best value	9		1	2	12
Total	112	8	5	15	140

Improve later life

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Increase supply of housing suitable for older people	Existing amenity properties and mainstream properties upgraded and converted to amenity per agreed programme (RP)	As of quarter 4, a total of 31 properties have been brought up to the amenity standard whilst void.	Green	---	---	---	---	---
Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services	Number of adaptations completed in Council homes	This measure is demand led.	Contextual	-----	848	1,126	976	979
	Number of approvals given for adaptations in private homes	There has been an significant increase in the volume of adaptations within this programme and the service is currently reviewing the actions required to accommodate this increase in demand.	Amber	900	807	576	507	552
	No of applications on waiting list for council adaptations	Target achieved	Green	0	0	0	0	0
	% of approved applications for adaptations completed in year (SSHC)	All adaptations were approved, this measure is demand led.	Contextual	-----	100.00%	99.14%	100.00%	93.00%
Continue to improve outcomes for people to live in their own homes and communities for as long as possible	Number of people receiving intensive (10 hrs+) home care as a proportion of all care at home provided	As at 31 March 2020, the proportion of all care at home provided was just over 29% or 1,066 people out of a total of 3,715 people were supported to remain at home receiving 10 hours or more of support. All those in receipt of 10 hours or more of home care were supported by external providers.	Green	-----	29%	-----	-----	-----
	Number of hours provided for intensive (10 hrs+) home care as a proportion of all care at home provided	As at 31 March 2020, the proportion of all care at home provided was 53% or 23,759 hours out of a total of 44,659.66 hours were provided to support people to remain at home receiving 10 hours or more of support. All 23,759 hours of intensive home care packages were provided by external providers.	Green	-----	53%	-----	-----	-----

Improve later life

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Extend the range and choice of day opportunities for older people	Develop and modernise day care services for older people which supports personal outcomes	At the time of writing, all service areas are coping with the unprecented demands placed on them as a result of COVID-19 pandemic. It is anticipated that the work of the Day Services Review will be reported upon and an options appraisal presented later in the year. It is intended that evidence from the DSR will inform the future direction and development of Older People day care services going forwards.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the effective implementation of the Education Resources Literacy Guidance across the authority	Disseminate the literacy guidance document 'Identifying, understanding and addressing weak literacy skills and dyslexia' within South Lanarkshire' to all schools and services	<p>The guidance document 'Identifying, understanding and addressing weak literacy skills and dyslexia' has been disseminated to all Head Teachers and other key staff (Additional Support Needs Coordinators, literacy coordinators, Specialist Support Teachers) and is available online.</p> <p>Training has taken place and work has continued on the next stage of supporting the use of the guidance such as further drafts of parent leaflet, explanatory poster.</p> <p>Assessment tool for staff has been produced and further consultation is planned. A literacy consultation review to establish identification or otherwise of a pupil dyslexic profile is being prepared.</p>	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the Broad General Education of vulnerable young people and improve life chances through learning, personal development and active citizenship	Provide a range of blended learning opportunities to support learners to broaden their perspectives, through new experiences and thinking, to make informed decisions and to participate safely and effectively in groups	<p>During Quarter 4 a further 2,312 learners improved their social skills, 1,166 reduced risk related behaviour, and 1,224 improved their mental health and wellbeing.</p> <p>This was achieved by a broad range of Community Learning activity, delivered at times that suit learners such as evenings, weekends, and holiday periods where there is limited support elsewhere. A number of programmes are also developed with school and the blended learning approach is key to delivery within KEAR Campus. For example K-Active provides young people from KEAR Campus and its supporting bases with opportunities and skills to become sports coaches. The programme has a number of stages with the group currently on the delivery stage within primary schools. The 5 participants in the programmes are working towards achieving their SCQF level 4 sport leaders qualification . This unique opportunity allows young people to develop their coaching skills, confidence and experiences by leading fun games and sport specific sessions in primary schools, building on each individuals social, educational and personal development.</p>	Green	---	---	---	---	---
Contribute to effective joint working in protecting children and adults at risk of harm	Continue with an annual review and report on operation of Adult and Child protection procedures to Resource Management Team (RMT)	Review of the current Adult and Child Protection procedures took place and areas for improvement identified.	Green	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Ensure effective housing service contribution to Partnership approach to GIRFEC	Continue to deliver appropriate services for homeless children (RP)	Continue to ensure appropriate accommodation is available to homeless families, on-going work with partners to ensure broader health and wellbeing needs are understood and met for example IT project supplying tablet and wifi access to children affected by homelessness via RRTP funding to support learning and accessing on line supports.	Green	---	---	---	---	---
Improve support for looked after children	75% of children seen by a supervising officer within 15 days	To date, 90% of children were seen by a supervising officer within 15 days in 2019/20. In Quarter 4, 15 children were made subject to a Compulsory Supervision Order. Of these 14 children, 93% were seen within 15 days of the hearing date.	Green	75.0%	90.0%	100.0%	100.0%	93.0%
Provide timely and robust assessments to the Scottish Children's Reporters Administration (SCRA)	75% of reports submitted to the Children's Reporter within 20 days	To date, 72% (335 out of 473) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. In Quarter 4, 75% (87 out of 117) reports were submitted to the Scottish Children's Reporters Administration within the 20 day timescale. This evidences an incremental improvement over time. Performance is being monitored by the Head of Children and Justice Services and Service Managers to ensure clear processes and systems are operating in localities prioritising these reports for submission.	Red	75.0%	71.0%	88.0%	75.0%	79.0%

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement the Corporate Parenting Strategy and Action Plan	Report the number of looked after children by placement type in order to compare home and community placements on a 6 monthly basis	As at 31 March 2020, there were a total of 759 looked after children. This is an increase of 69 children since 1 April 2019. The balance of care being 680 (90%) in a Community setting and 79 (10%) in a residential setting. This is in line with the Scottish average. Within this split is a wide range of placement types and options, aimed at ensuring that all our children and young people are cared for in a setting appropriate to their needs.	Green	---	---	---	---	---
Work in partnership to resource carers appropriately in their caring role	Monitor the implementation of the Carers (Scotland) Act 2016 as it relates to young carers	The Young Carer's service continues to complete statements and reviews of young carers. We have delivered a young carer's festival that took place at Fordell Firs in Fife-Scottish Scouting Headquarters. We have worked with colleagues within Burnbank Family Centre to deliver a parents group in order to better inform them of the impact of caring on their child's life and the break down and support the isolation that these parents are experiencing. We have organised for Columba 1400 to work with some of our young carers. This is part of their leadership programme and this investment will provide additional skills and knowledge. This in turn will help them to achieve better outcomes in line with their non-caring peers.	Green	---	---	---	---	---
	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	The contract for our Young Carer Support Service has been awarded to Action for Children, who already provide a similar service in a neighbouring local authority. Early engagement with the service provider has been hampered with the current COVID 19 situation. A letter has been drafted to the provider with an estimated service start date of early July.	Report Later	---	---	---	---	---

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor vulnerable adults referrals/activity	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults under 65	Since 1 April 2019, there has been 939 Adult Protection Inquiries, 394 investigations and 17 Protection Plans progressed. Quarter 4 data shows the resource received 228 Adult Protection inquiries, carried out 99 Investigations which led to 3 Protection Plans being progressed.	Green	---	---	---	---	---
	Monitor and report on the level of adult support and protection inquiries, investigations and protection plans for adults aged 65+	Since 1 April 2019, there has been 1,953 AP Inquiries, 925 AP investigations and 19 Protection Plans carried out. Quarter 4 data shows the resource received 570 Adult Protection Inquiries, carried out 240 AP Investigations with 6 Protection Plans progressed.	Green	---	---	---	---	---
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for local authority welfare guardianship orders	To date there has been a total of 240 LA Guardianship visits undertaken with 93% (224) completed within timescale. Quarter 4 data shows a total of 51 visits with 88% (45) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Green	90%	93%	91%	94%	98%
	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time. Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Red	90%	86%	87%	91%	93%

Protect vulnerable children, young people and adults

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve the effectiveness of response to child protection	Monitor the number of investigations undertaken (level of child protection activity)	During the fourth quarter of 2019/20 there were 198 referrals relating to 193 children received across the service. This brought the total referrals to date to 685 for the year. Neglect and emotional abuse have continually been the highest source of harm across the year, with neglect accounting for 31% of all referrals and emotional abuse for 32%.	Green	-----	685	712	754	690

Deliver better health and social care outcomes for all

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to provide nutritious school meals to South Lanarkshire Council pupils	Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	This data will provide a baseline for 2020-21	Contextual	-----	59.28%	-----	-----	-----
	Level of secondary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	This data will provide a baseline for 2020-21	Contextual	-----	47.33%	-----	-----	-----
	Number of breakfasts served in primary schools as part new Breakfast Club Initiative	There was a reduced number of trading days during quarter four due to the schools closing on 20 March as a result of Covid-19. This is the first year of this initiative and no target has been set as yet.	Contextual	-----	492,000	-----	-----	-----
	Number of lunches served in nursery schools as part of new Scottish Government Years Initiative	During Quarter Four 85,219 lunches were provided. Nursery meal provision stopped on 20th March due to Covid-19. A reduced emergency hub uptake is included in the figure from week commencing 16th March	Contextual	-----	271,076	-----	-----	-----
Ensure effective contribution to health and social care outcomes contained within the Strategic Commissioning Plan	Implement Housing actions detailed in the Strategic Commissioning plan to help achieve priority outcomes for health and social care (RP)	Housing and Technical Resources continues to ensure climate change duties are incorporated into new or revised policies and strategies, this includes pre-screening for Strategic Environment Assessments.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support the implementation of the IJB Directions which focus on the shifting the balance of care	Provide progress reports to the IJB in relation to the Directions	A revised Directions report was issued by the Integrated Joint Board (IJB) at its meeting on 25 March 2019 to South Lanarkshire Council and NHS Lanarkshire. A total of 32 existing Directions were matched to the 44 new Commissioning Intentions detailed in the 2019/22 Strategic Commissioning Plan. At the April 2019 IJB meeting a further direction was issued with regards to Carers. In the first 6 months of this year, several updates on Directions have been given to the IJB and Social Work Committee with regards to: 1)the modernisation of South Lanarkshire Care Facilities 2)the review of day opportunities 3)progress with the implementation of Self-Directed Support and improvement planning.	Green	---	---	---	---	---
Implement Government Strategies relating to mental health, additional support needs, physical, sensory and learning disability	Provide updates on national strategies, e.g. See Hear, Mental Health	Progress continues to be made in relation to the See Hear Framework implementation. The Lanarkshire Mental Health & Wellbeing Strategy reflects the mental health and wellbeing needs of the population and sets out the mental health & wellbeing priorities for Lanarkshire organisations 2019-2024.	Green	---	---	---	---	---

Deliver better health and social care outcomes for all

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Work in partnership to support carers to continue in their caring role	Report on the number of carers supported by dedicated Welfare Rights Officers and amount of benefits awarded	<p>In 2019-2020 there were 1080 new cases supported by dedicated Welfare Rights Officers.</p> <p>There were 273 new cases in the fourth quarter. During Q4 the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £29,498 Backdated benefits: £249,509 Annual benefits:£1,783,405</p> <p>In total for 19-20, the outcomes for carers, supported by dedicated Welfare Rights officers were: Weekly benefits: £106,837 Backdated benefits: £920,109 Annual benefits:£6,475,633</p>	Green	-----	1,080	1,010	962	1,057

Improve the availability, quality and access of housing

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor Local Development Plan policies for supply of housing land	A minimum five year supply of housing land is maintained	Annual housing land monitoring was carried out in quarter one 2019/20. Analysis of the data was completed in October 2019 which shows that a five year housing land supply is being maintained. The 2020 monitoring is programmed to be carried out in quarter one of 2020-21 and assessment undertaken thereafter.	Green	---	---	---	---	---
Increase the number of new affordable homes	Total new/additional affordable homes delivered per SHIP/SLP (RP)	During 2019/20 a total of 95 new/affordable homes have been delivered, comprising 60 open market purchase properties. During the last 3 months, site starts have commenced at Edinburgh Road, Biggar and due to start at the former Law Primary School site.	Green	---	---	---	---	---

Improve the availability, quality and access of housing

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Work with key partners to ensure the delivery of targeted number of suitable new affordable housing.	Strategic Housing Investment Plan 2020-25 approved by Scottish Government and being progressed.	Green	---	---	---	---	---
Improve access to settled accommodation for homeless households	% of SLC lets to Urgent housing (UH) need households	Target achieved	Green	50.0%	52.4%	47.7%	48.6%	49.2%
Ensure all homeless applicants receive a fast, efficient, responsive service that meets their needs	% of homeless and potentially homeless decision notifications issued within 28 days of date of initial presentation (RP)	Target achieved	Green	98.0%	99.8%	99.4%	99.1%	99.4%
Improve tenancy sustainment	% of all new tenancies sustained for more than a year by source of let (SSHC)	Target achieved	Green	90.00%	90.08%	89.40%	90.20%	89.37%
Continue with the Council's Housing Options Service (Home Options)	Continue to deliver and further develop housing options with a focus on homeless prevention	The Integrated Home Options service continues to prevent homelessness, provide advice and assistance and outcomes are reported as part of Prevent 1 return.	Green	---	---	---	---	---
Continue to deliver an effective housing repairs and maintenance service	% of response repairs completed on time	Target achieved	Green	90.0%	96.0%	97.9%	98.3%	97.0%

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to undertake road and footway improvements	Percentage of the road network resurfaced within the financial year 2019-20	<p>During quarter four, some progress was made which has allowed the Service to resurface 0.15% of the road network.</p> <p>However, given severe weather during February and the implications of Covid-19, we were unable to complete our overall programme meaning we just fell short of our annual target of 3.5%</p>	Amber	3.5%	3.4%	4.8%	4.7%	3.7%

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Percentage of our road network that should be considered for maintenance	Emerging Society of Chief Officers of Transportation in Scotland (SCOTS) Road Condition Index (RCI) survey results for the period covering 2018 to 2020 indicate that 30.3% of our road network should be considered for treatment, compared to our current target of 31.2% which was based on previously available results. The Scottish average is 35.0%. This continues a trend of year on year improvement since the commencement of the Roads Investment Plan	Green	31.2%	30.3%	33.1%	31.8%	31.2%

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to undertake safety checks on bridges and implement a prioritised maintenance programme	Bridge improvement and maintainance projects delivered in line with agreed capital programme by March 2020	Replacement of C29 Clyde Bridge by Pettinain and Ponfeigh Bailey Bridge by Douglas Water – Systra Ltd commissions for design of replacement structures are ongoing. Design activity complete on both projects. Design checks and document reviews ongoing. Land acquisition negotiations with affected landowners ongoing. Acquisition complete for land requirement to north at Ponfeigh and approaching conclusion for land to south. Preparation of Compulsory Purchase Order (CPO) documents for outstanding land at both projects ongoing. Strengthening of retaining wall at Mousemill Road, Kirkfieldbank. Review of Options Appraisal prepared by Systra Ltd complete and design of optimum solution ongoing for delivery in quarter one of 2020-21. Containment upgrades at two locations complete. Repair and refurbishment of Tower Bridge by Rigsid completed. Design work in-house for strengthening of Hapton Crag (Powmillion) Bridge complete. Assessment of three Network Rail Bridges under Bridgeguard three joint venture – commission awarded to Professional Services Framework supplier Systra Ltd following tender exercise in quarter one. Assessment work at two structures complete. Inspection for assessment at third structure aborted due to inclement weather. Inspection/assessment to be completed in 2020/21. Design of repair/strengthening arrangement for A706 Cleghorn Bridge – commission awarded to Professional Services Framework supplier Systra Ltd following tender exercise in quarter two. Design activity ongoing and	Green	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
		due for completion in quarter one of 2020/21.				---		
Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure delivered by March 2020 in line with available external and internal capital funding	<p>In order to reduce congestion two projects were taken forward.</p> <p>A traffic signal control system called SCOOT, which will involve in the upgrade/replacement of traffic signal equipment, was to be implemented on the Glasgow Road corridor in Cambuslang / Rutherglen. These works are delayed due to unforeseen circumstances involving utility apparatus that requires to be relocated and will be completed in the new financial year. To maximise expenditure traffic signal equipment has been purchased for future projects.</p> <p>A traffic modelling exercise was commissioned for Lanark. Traffic counts were completed in September and provided data for a new traffic model for the town. This involved the consideration of the Lanark Gyratory scheme identified in the Local Transport Strategy as well as other potential options. Modelling works are complete and a draft report is being reviewed.</p>	Amber	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Progress / deliver Greenhills Road major transport infrastructure project	Main line works on Greenhills Road and Strathaven Road are progressing well. Further delay in completion has been agreed with contractor. This is due to issues with Scottish Water's diversionary works at Strathaven Road delaying the retaining wall installation and consequently the completion of the project. Budget profile and scope of works have been altered to account for the change in costs due to the extension and additional works. Following guidance from National and Scottish Governments, the works have been suspended as of the 26 March 2020 due to Covid-19 emergency. This will incur additional time and cost and these are being reviewed	Green	---	---	---	---	---
	Progress Stewartfield Way major transport infrastructure project	The project is now going through further development taking into account : review of project costs, Green Book compliance, National Transport Strategy, consideration of community consultation and emerging climate emergency issues. A revised programme was presented / considered by the Council's Executive Committee and we are now working to this following approval by the Chief Executive under delegated powers in discussion with leaders of all political groups. The developed project and timelines will lead to accelerated spend from that previously presented.	Green	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure delivered by March 2020 in line with agreed Park and Ride Strategy and available external funding	<p>Planning consent was granted to allow the extension of the Park and Ride facilities at Carstairs Junction. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Third party land negotiations are complete to secure land for new Park and Ride facilities in Lanark however, due to the ongoing Covid-19 situation the process has not been able to be concluded as the Land Registry is closed.</p> <p>Negotiations were completed with the land purchased by the Council for a new Park and Ride in Cambuslang.</p> <p>Discussions with Strathclyde Partnership for Transport (SPT) have identified the upgrading of bus stop and shelter infrastructure on the Fernhill Road / Mill Street as well as the Burnside Road / Stonelaw Road corridors in Rutherglen. Works were issued and subsequently completed on the Fernhill and Mill Street corridor. In addition, the expansion of Real Time bus information has been completed at 4 locations.</p>	Amber	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Encourage active travel by extending our network of cycle routes	Walking and cycling projects / schemes delivered in line with agreed 2019-20 capital programme	<p>The Active Travel Study in the Cambuslang and Rutherglen area is complete. A consultant has been appointed to undertake studies for Carluke and Law area, Lanark and Hamilton. These are ongoing however, the Covid-19 situation has affected the consultation process. These studies are now programmed for completion early in the new financial year. The completed studies will include a proposed identified walking/ cycle network for the towns as well as identifying measures and initiatives to promote sustainable travel.</p> <p>The expansion of the cycle network in East Kilbride will continue following the conclusion of the Active Travel study in the town. The concept design of sections on Churchhill Avenue and towards East Kilbride Railway Station through to East Main Road are complete. The first phase of the route on West Mains Road / East Mains Road are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Cycle monitoring equipment as well as cycle shelters at various locations were identified and contracts issued for their installation. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p>	Amber	---	---	---	---	---

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver prioritised road safety infrastructure improvements and promote road safety	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	Provisional casualty figures are available for 2019 where there were 418 casualties. Of these, there were 13 fatal casualties, 95 serious casualties and 310 slight casualties. There were no child fatal casualties, 13 children seriously injured and 25 children slightly injured. The number of overall casualties has reduced since 2018 when there were 507 casualties. Of these, there were 14 fatalities, 56 serious casualties and 437 slight casualties. There was 1 child fatal casualty, 6 children seriously injured and 42 children slightly injured.	Green	-----	418	607	534	507

Improve the road network, influence improvements in public transport and encourage active travel

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Road safety projects / schemes progressed / delivered in line with agreed 2019-20 capital programme	<p>In order to reduce accidents on the road network a number of projects have been completed. These are listed below: -</p> <ol style="list-style-type: none"> 1) A73 / Station Road near Thankerton (mobile safety camera signing / high grip surfacing / lining). 2) A70 near Tarbrax (signing and high grip surfacing). 3) A73 March Bridge near Braidwood (road marking alteration) 4) Brownlee Road / Mauldslee Road near Law/Carluke (signing alterations) 5) A70 beyond Carnwath near the boundary (high grip surfacing) 6) B7086 Strathaven to Kirkmuirhill (high grip surfacing) 7) A70 near Glespin (additional slow road markings) 8) B7078 Canderside to Blackwood (lining and signing works) 9) Burnbank Road / Glasgow Road, Hamilton (high grip surfacing). 10) Newhousemill Bridge near East Kilbride (signing and high grip surfacing) 11) Calderwood Road / Graystone Avenue, Rutherglen (convert junction to mini roundabout). <p>Other projects include engineering measures at schools and speed limit initiatives as well as small signing and road marking schemes.</p>	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives	Proposed Local Development Plan 2 submitted to Scottish Ministers by April 2019, with Examination Report containing recommendations submitted by Reporter to council in late 2019 (plan will be adopted thereafter)	Proposed South Lanarkshire Local Development Plan 2 was submitted for examination to the Scottish Ministers in April 2019. Three Reporters have been appointed to examine the proposed plan. The examination began at the start of October 2019 and is still ongoing. It is anticipated the Reporters recommendations will be made available in summer 2020.	Green	---	---	---	---	---
Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Completion of town centre audits, consultation and action plans for Cambuslang and Larkhall	Cambuslang audit, consultation and action plan completed Larkhall and Blantyre progressing with audit process completed and draft action plans prepared to go to consultation prior to Covid19 lockdown. All aspects of town centre strategies will be subject to review as we seek to establish the impact and outcomes of C19 and refocus support for town centres to aid recovery.	Green	---	---	---	---	---
Deliver Community Growth Areas City Deal project	Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	Progress on new housing development will be monitored as part of the 2020 Housing Land Audit which is programmed to be carried out in quarter one of 2020-21. This will be reported in future updates. Planning permission in principle for the East Kilbride Community Growth Area was granted in October 2019 following the conclusion of an associated legal agreement.	Green	---	---	---	---	---
Continue with physical regeneration work in priority areas	Continue the implementation of the master plan for regeneration in East Whitlawburn	Work commenced on new housing in September 2019. Good progress made with Phase 1 of the programme prior to site closure due to Covid-19.	Green	---	---	---	---	---
	Continue to develop and implement Sustainable Housing Plans in identified rural areas	Housing Plans continue to remain in place for each of the rural villages with quarterly updates to local communities.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Consumer Advice and Trading Standards Service	Percentage of door step crime reports receiving an initial response from Trading Standards by the end of the next working day	Three doorstep crime incidents have been reported and dealt with in quarter four (January - March 2020). 100% received an initial response within the targeted timescale. The year to date response rate is 100% and the target has been achieved.	Green	100%	100%	100%	100%	100%
Provide an effective and efficient street cleaning service	Percentage of streets found to be acceptable during survey (Local Environmental Audit and Management System street cleanliness score)	The quarter two score was 95.2% of streets were found to be acceptable, in quarter three the score is 96.5%, this gives a year to date score of 95.85% streets found to be acceptable, currently exceeding the target. The final independent validation completed by Keep Scotland Beautiful is now complete and we await the final score which will give the overall annual figure.	Green	95.50%	95.85%	96.32%	95.46%	94.90%
Provide an effective and efficient grounds maintenance service	Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service)	Scores this year were 71, 70, 72, 72, 72 and 76 which gives an average score of 72.	Green	72.0	72.0	74.0	72.8	71.5
Progress the council's sustainable development and climate change strategy within the council	New or ongoing sustainable development and climate change activity within the council (council level)	Sustainable development and climate change activity continues across the council, which included preparation for members awareness sessions on the new climate change targets and local action required to meet them and the preparation of a young person's conference on climate change.	Green	---	---	---	---	---
Ensure the development of a sustainable food system to overcome social, health, economic and environmental issues related to food	Council Food Strategy developed and approved by Community and Enterprise Committee by January 2020, with implementation commenced thereafter	The Council Food Strategy was developed and endorsed by Community and Enterprise Committee in November 2019 and approved by the Executive Committee in December 2019. The action plan for the 1st year of implementation has been developed with relevant services.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient household waste and recycling collection service	Percentage of total household waste that is recycled	<p>This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures are available (see right and commentary below), however 2019-20 figures will not be available until January 2021.</p> <p>2018-19 The percentage of total household waste that is recycled decreased in 2018-19 and was slightly lower than the Scottish average. When the new residual waste treatment contract was implemented, the council changed its focus to improving the quality of recyclable material collected at the kerbside instead of extracting low quality/low value material from residual waste. This resulted in lower recycling rates but the material that is collected for recycling has a higher value and viable end destinations. The council will continue to review its policies and practices in order to achieve the Government's recycling and composting target of 60% of household waste by 2020 and 70% by 2025.</p>	Report Later	47.3%	-----	53.0%	47.3%	44.3%
	Diversion of municipal waste from landfill	<p>During the period January to end of March 2020, 93.8% of the waste collected was thermally treated at the Dunbar Energy from Waste plant and therefore diverted from landfill. It should be highlighted however that the ash produced as a by-product of this process is still sent to landfill until SEPA approve its use in manufacturing. The year to date figure of 92% diversion excludes this landfill element for the moment.</p> <p>This represents a minor shortfall against target.</p>	Amber	95.0%	92.0%	-----	-----	-----

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects / studies progressed delivered by March 2020 in line with available capital / revenue funding	<p>Waterfoot Road, Thorntonhall: replacement of a collapsed culvert under Waterfoot Road and associated drainage improvements were completed in September 2019.</p> <p>Gilbertfield Road, Cambuslang: design of surface water pumping station and attenuation device was programmed to be complete by end of October 2019, however due to Consultant delays the tender package was not delivered until November 2019. A mini-tender exercise was undertaken in December 2019 and again in early 2020. The tender returns on both occasions were in excess of the available budget, therefore the scope of works was reduced and an interim drainage solution was implemented on site in March 2020.</p> <p>Programme of culvert maintenance: this is an ongoing programme of improvement works improve our network of culvert inlets and their surrounding areas in order to improve the safety of operatives maintaining these assets. Works carried out this year included the construction of suitable access paths, steps, fencing and handrails, and where necessary, the culvert inlet trash screens were repaired or replaced.</p>	Green	---	---	---	---	---
Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)	10% reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year)	<p>Carbon emissions for 2019-20 will be known after the year end and reported around July 2020.</p> <p>Early indications are that emissions will have again decreased throughout 2019-20.</p>	Report Later	8.0%	-----	7.8%	5.1%	5.5%

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to reducing the council's reliance on avoidable single-use plastic items	Demonstrate action to reduce the reliance of single-use plastic items across the council (council level)	Work to reduce the use of, and raise awareness of, single use plastics continues across the Council. Discussions have taken place to introduce the cup movement within Council coffee shops. The cup movement was developed by Keep Scotland Beautiful and was first launched in 2019 initially in the Glasgow City Region. The Council has signed up to join many other organisations across the City Region in the cup movement to reduce the use of paper cups, minimise litter from cups and facilitate paper cup recycling in a bid to reduce the environmental impact of single-use items. The cup movement facilities will be available in Council coffee shops in the new financial year.	Green	---	---	---	---	---
Deliver at least 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (council wide figure)	The 12.9% reduction in vehicle emissions is a direct consequence of the continued focus on reducing fuel consumption. The procurement of efficient vehicles, the roll out and use of vehicle telematics and other initiatives designed to reduce fuel consumption including reduced engine idling and improved utilisation have contributed to this measure's annual target being achieved.	Green	8.00%	12.90%	6.03%	10.50%	14.00%
Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Council Resources engage with Community and Enterprise Resource's Fleet Services to develop service specific vehicle emissions reduction strategies in line with service delivery requirements (council wide)	Throughout the year the Fleet Manager has regularly met Resource representatives to support the development of strategies to further reduce fuel consumption and vehicle emissions. The roll out of the new telematics system has enabled representatives to target behaviours that waste fuel including excessive engine idling, speeding, harsh acceleration and braking.	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Environmental Health service	Implement Air Quality Action Plan by March 2020	<p>The Service continues to work in partnership with Roads and Transportation colleagues to support a number projects that contribute to our air quality action plan. Due to Covid-19 however a number of projects have been put on hold and discussions are ongoing with Scottish Government regarding the longer term delivery impacts and options.</p> <p>Walking and cycling campaign continues, with a joint project with SLLC Active Schools Coordinators currently on hold.</p> <p>Beat the Street East Kilbride project was brought to an end early due to Covid-19. During the game more than 12,000 people from East Kilbride participated and together they walked, cycled, ran, scooted and wheeled 124,765 miles. A tremendous achievement. The project has evolved into Beat the Bug with Dr William Bird, a GP and founder of the company able to give advice and guidance to the Beat the Street community through these challenging times.</p>	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Environmental Health service	Broad compliance with food safety statutory requirements secured in premises	<p>The rating scheme used to determine broad compliance with food safety requirements in food businesses operating within South Lanarkshire and inspected by Environmental Services changed on 1 July 2019. The previous food law rating scheme focused on broad compliance with food hygiene requirements only, whereas the new scheme assesses overall compliance with both food hygiene and food standards legislation.</p> <p>Under the combined old and new food law rating schemes, 90% were found to be broadly compliant in the final quarter of 2019-20 (January - March 2020). This equates to 2,324 food businesses. Year to date, 87.9% were found to be broadly compliant with both food hygiene and food standards legislation.</p> <p>This compliance figure continues to exceed the annual target set for this measure, and has increased gradually over the current reporting year. This is due to the fact that the new food law rating scheme allows Local authorities to focus resources on high risk and non-compliant businesses by conducting more frequent inspections in these establishments. As the year has progressed more and more establishments considered high risk or found to be non-compliant under the previous rating scheme, have now moved over to the new food law rating scheme, where the numbers of premises considered to be broadly compliant with food law can be seen to be improving.</p>	Green	85.0%	87.9%	86.9%	85.8%	87.0%

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement Contaminated Land Strategy and vacant derelict / contaminated land programme	Implement the Contaminated Land Strategy for South Lanarkshire	<p>Work is ongoing on the implementation of the Contaminated Land Strategy. Larger projects underway include the remediation project within the Clyde Gateway area, as well as the regeneration of the former landfill site Glen Esk, East Kilbride into an urban park.</p> <p>Further investigative works have been undertaken to gather data on the condition of a number of historical landfill sites, with a view to supporting other departments should funding be secured for future regeneration of these sites.</p>	Green	---	---	---	---	---
Work with communities and partners to enhance community planning and service delivery	Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations. Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners	All work relating to Neighbourhood Planning has been temporarily suspended due to Covid-19.	Report Later	---	---	---	---	---
Continued implementation of the Local Housing Strategy (LHS) 2017-2022	Complete annual review and Monitor progress against LHS action plan	<p>The 2018/19 Annual Review of the South Lanarkshire Local Housing Strategy 2017-22 was completed and approved at Executive Committee on 4 December 2019.</p> <p>The review highlighted good progress against the 97 indicators within the LHS.</p> <p>The third annual review will be completed in 2020/21 and is scheduled to be reported to Executive Committee in November 2020.</p>	Green	---	---	---	---	---

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Monitor and report progress against Community Safety priorities including relevant parts of the SLCP	Partnership to demonstrate progress against Community Plan Community Safety priorities	Community Safety Priorities performance information incorporated into Community Plan Annual report, published in October 2019. Interim (6 months) performance measures report for 2019/20 developed for presentation to SSLB detailing progress against measures and initiatives to be presented at next meeting scheduled to take place in June 2020.	Green	---	---	---	---	---
Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan.	% reduction in energy consumption across the energy portfolio	12.31% reduction relative to 2013/14 base year. Continue to improve year on year.	Green	---	---	---	---	---
Reduce waste and increase recycling to contribute to the council's sustainability work	Measure the number of recycled items through the joint store (Equipu) and monitor the impact on efficiency	The recycled total at the end of Q4 was: No of items – 2450 Cost of items - £239,168 Value of items - £244,881 Since April there has been a saving for the council of - £283,041	Green	-----	2,450	2,498	2,220	2,530
Drug Treatment and Testing Orders (DTTO) continue to provide treatment package to diminish or eliminate an individuals drug misuse and associated offending	98% of clients are first seen within 2 working days of a DTTO commencing	In 2019/20 100% of clients were first seen within 2 working days of a DTTO commencing. In quarter 4 there were 5 Drug Treatment and Testing Orders commenced, all of which were seen within two days of a DTTO commencing.	Green	98.0%	100.0%	100.0%	100.0%	93.0%
Support people affected by substance misuse	90% of drug/alcohol clients start treatment/psychosocial intervention within 3 weeks of referral	In 2019/20 there have been 606 referrals made to the service with 571 (94%) of cases have started their treatment within 3 weeks of referral. In Quarter 4 from 01 January 2020 to 31 March 2020 there were 111 referrals, 107 (96%) of these referrals started their treatment within 3 weeks of referral.	Green	90%	94%	100%	94%	93%

Work with communities and partners to promote high quality, thriving and sustainable communities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve management of all offenders including high risk offenders	100% of Criminal Justice Social Work reports submitted to Court by the due date	In 2019/20 98% of Criminal Justice Social Work reports were submitted to Court by their due date. In quarter 4 there were 402 criminal justice social work reports submitted to the court of these reports 394 were submitted by the due date.	Amber	100.0%	98.0%	99.0%	99.0%	99.0%
Continue to improve energy efficiency of housing stock to help address fuel poverty.	% of Council stock meeting the SHQS (% of dwellings meeting SHQS) (LGBF)	The year end figure of 93.22% exceeds the expected compliance rate.	Green	92.9%	93.2%	92.0%	92.1%	92.5%
	% of council dwellings that are Energy Efficiency Standard for Social Housing (EESH) (LGBF)	The year end figure of 93.39% exceeds the expected compliance rate.	Green	93.10%	93.39%	86.10%	89.40%	91.10%
Continue to monitor the changes arising from the implementation of the Welfare reform Act 2012 including Universal credit	Continue to implement service action plan on welfare reform	Resource monitoring requirements will continue to be provided.	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners	Complete midterm review of 'Promote' (the South Lanarkshire Economic Strategy) and action plan by February 2020	Review of strategy completed and final draft prepared and presented to Sustainable Economic Growth Board on 9 March for final comment and approval of partners. However, Covid-19 impacts will necessitate revisit of strategy and priorities and actions will require to be reconsidered in order to take account of impact of pandemic, review resources, objectives and actions post-lock down.	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force	Number of business support interventions per annum by Economic Development (grants, loans or advice)	Target achieved for 2019-20, however, this figure excludes the most recent Business Gateway figures from Dec 19 to March 20. This additional data is supplied by Business Gateway whose resources are currently focused in supporting response to Covid-19 and so data not currently available.	Green	1,500	1,562	1,879	1,637	1,791
	Number of jobs created or sustained per annum as a direct result of Economic Development intervention	237 jobs created or sustained during quarter four. Target exceeded for 2019-20.	Green	500	943	997	1,361	812
	Increased value of sales generated by businesses as a direct result of Economic Development intervention	Target achieved for 2019-20. Given recent economic impact of Covid-19 target will require to be reconsidered moving forward.	Green	£10.00m	£11.91m	£15.69m	£23.03m	£13.09m
	Maintain 3 year business survival rate	Due to current Covid-19 crisis, update is incomplete.	Report Later	62.00%	-----	-----	-----	-----

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Oversee management of Supplier Development Programme including strategic development and delivery of events, training and e-commerce	<p>Supplier Development Programme (SDP) delivered the Annual Meet the Buyer event at Hampden Park on 13 November 2019 with in excess of 1,100 businesses attending and both public and private sector buyers represented with 71 stands. The second Annual Meet the Buyer North event in September, was held in Aviemore and had over 560+ attendees and 30 stands of public and private sector buyers.</p> <p>Regional events included TayCities' Meet the Public Sector Buyer which attracted 260 suppliers and Innovation in Scotland's Energy Storage Industry Supply, both held in Dundee. Free training events across the country included Tender Procedures, with Moray Council in Elgin; Finding and Understanding Framework Opportunities with Dumfries and Galloway Council; Improving Your Bid Score with City of Edinburgh Council and Introduction to Working with the Public Sector, delivered in partnership with Renfrewshire Council.</p> <p>89% of suppliers who attended SDP face-to-face events across Scotland are more likely to bid for public sector contracts as a direct result of the training they received.</p> <p>Year on year registrations of SMEs, supported businesses and third sector business on the SDP website has increased by 42% thus affording these businesses access to free tender training and connection to opportunities promoted through the SDP network</p>	Green	---	---	---	---	---

Support the local economy by providing the right conditions for inclusive growth

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Develop and progress employability services focused on priority client groups and sectors	A minimum of 1,000 unemployed people supported via council operated employability programmes	The engagements exclude Aspire as this tends to skew the employability figures as job outcomes are limited. There is a significant proportion of pupils in mainstream education not seeking work and technically not part of the labour market/claimant count.	Green	1,000	1,322	-----	-----	2,135
	A minimum of 400 unemployed people gain sustainable employment	Job Outcome rate sits at 54%. The notional national average target for jobs is around 40-45% . There are some job opportunities lost due to COVID 19 with employer offers cancelled	Green	400	713	-----	-----	863
	A minimum of 200 unemployed people access further education or training	This captures information pertaining to those moving into further education and training and those who have achieved a qualification.	Green	200	568	-----	-----	501
Support the Community Asset transfer process, chairing the corporate working group	Twenty voluntary organisations supported through Community Asset Transfer process	There were 27 active organisations in the Community Asset Transfer process over the year ranging from initial enquiries to governance work and detailed business planning. Further meeting of the Community Asset Transfer Working Group held in February 2020 and all current projects reviewed for progress.	Green	20	27	-----	-----	-----

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	Community Planning Partnership Child Poverty Action Report to be published by June 2019	Report completed and published on schedule in June 2019.	Green	---	---	---	---	---

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to the tackling poverty agenda	Provide detail of the income generated (benefit awards/back dated benefits/debt advice) for clients of the Money Matters Advice Service on a quarterly basis	During 19/20, outcomes for people supported by the local Money Matters teams were: Number of new cases: 6450 Weekly benefits:£547,878 Backdated benefits: £4,718,507 Annual benefits: £33,208,163 New debt dealt with:£8,662,373 *Number of people provided with advice where issue was resolved at the initial contact: 6535 *this is additional to the number of new cases	Green	---	---	---	---	---
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities	All work relating to Community Planning has been temporarily suspended while the partners respond to Covid-19.	Report Later	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Ensure the highest quality of experiences for all learners by supporting the implementation of learning and teaching approaches and strategies to ensure that every child achieves the highest standards in literacy and numeracy	The 'Curriculum Folder' framework was launched to schools, with a section on Effective Learning, Teaching and Assessment included to support consistency in approach/shared advice across our schools, including an audit tool for developing effective learning, teaching and assessment rationales/policies. Play Based Development Officer has been working with 10 schools in an improvement group to develop an audit for schools. This will be shared at our PLAY (Play, Achieve, Learn Your Way) launch at the end of April. 'Improving Our Classroom' input for 23 practitioners, taking forward good quality learning, teaching and assessment via class-based improvement projects.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Percentage of primary school pupils (P1, P4, P7 combined) achieving expected Curriculum for Excellence levels in Literacy	This is a Local Government Benchmarking Framework (LGBF) indicator 2019/20 figures will be available in January 2021. The 2018/19 figure was slightly below the national figure of 72.3%.	Report Later	71.6%	-----	71.2%	72.0%	71.7%
	Percentage of secondary school pupils achieving expected Curriculum for Excellence levels in Literacy (S3, 3rd level or better)	The percentage of secondary school pupils achieving Curriculum for Excellence Level 3 or better in Literacy in S3 remained consistent and is above the national level of 87.9%.	Green	90.1%	93.2%	87.0%	90.0%	93.2%
Continue to achieve equity by 'closing the poverty related attainment gap' and meeting the aspirations of the Attainment Scotland Fund	Provide support to all schools participating in the Scottish Attainment Challenge (SAC) to meet the commitments set in SAC plans and to submit annual reports reflecting their progress to the Scottish Government	All 20 Scottish Attainment Challenge (SAC) schools have been supported to write their 2019-20 mid-year impact report, 2020-21 proposal and complete their end of financial year profile of spend. These were submitted to the Scottish Government in March 2020. Further school visits to SAC schools have been undertaken by Equity Lead Officer and Attainment Advisor for this period, to support the implementation of these schools' equity agendas.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Provide support to schools in effective use of Pupil Equity Funding to help close the poverty related attainment gap	Pupil Equity Fund (PEF) - an equity bulletin 'PEF Post' continues to be issued termly to schools to update them on equity-related matters. @SLCAttainment Twitter feed continues to be utilised to share good practice across the authority. Equity Strategic Lead has undertaken a number of school visits to support schools in delivering the equity agenda. 2019-2020 mid-year impact PEF reports are being analysed; school-level feedback will be given to each school. Planned '#its SLC' showcase event postponed due to COVID-19 crisis, this will allow establishments across SLC to showcase their good practice along the themes of excellence, equity and empowerment. A small working group of Head Teachers has been established to look at how small allocations of PEF can be spent effectively for maximum impact. General equity support on procurement, finance, equity approaches, etc is on-going, and is given as required by schools. Audit of new equity promoted posts has been undertaken. Planning and reporting formats for PEF are being reviewed to reduce unnecessary bureaucracy.	Green	---	---	---	---	---
	100% of schools to include a 'Cost of the School Day' position statement in their 2019-20 handbook	96% of schools have Position Statements on Cost of the School Day. Position Statements from the remaining schools are expected before the end of the school session.	Green	100.0%	96.0%	-----	-----	-----
	Percentage of pupils achieving 1 or more awards at SCQF level 6 or above (on leaving school)	The percentage of pupils achieving 1 or more awards at SCQF level 6 or better on leaving school increased to 66.5% and is above the national level of 66.2%.	Green	65.9%	66.5%	65.4%	66.8%	65.6%

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Take forward key aspects of Curriculum for Excellence in all schools and establishments	Improve the effective use of Benchmarks to assess pupil learning	The use of National Benchmarks on the Experiences and Outcomes from Curriculum for Excellence continues to feature as a major part of moderation and other learning, teaching and assessment training to support the development of effective assessments and improve the robustness of teacher professional judgements.	Green	---	---	---	---	---
Progress the key themes of self-evaluation and leadership in all establishments and services	Provide support for establishments to engage in rigorous and robust self-evaluation using How Good is our School (4th Edition) which results in improved outcomes for learners	The Curriculum and Quality Improvement Service continue to provide support for establishments in using 'How Good is Our School' to achieve improved outcomes. Plans are in place to continue with the Validated Self Evaluation programme and discussions about what this will look like given current circumstances are currently in process.	Green	---	---	---	---	---
Progress leadership development at all levels, within schools and all learning establishments	Continue to develop leadership capacity through our programme of 'Professional Learning Trios'	The Head Teacher professional Learning Trios continue to support school improvement through local authority guided peer support and challenge. The professional dialogue and sharing practice which is afforded through this opportunity has been very well received. This work is currently progressing in an online platform with a view to continuing with this work during current circumstances.	Green	---	---	---	---	---
Progress the Scottish Government's commitment to increase nursery hours for three and four year olds and eligible 2 year olds by August 2020	Lead a range of consultation events to ensure the planning and delivery of flexible 1140 hours meets the future needs of children, families and communities for implementation over the period to August 2020	Completed and referenced in the report entitled 'Review of Admissions Policy for Early Learning and Childcare Establishments' at Education Resources Committee on 10th December 2019 and at Executive Committee on 29th January 2020.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Maintain the Children's Services Partnership commitment to implementing parts one and three of the Children and Young People's Scotland Act 2014	Publish a Children's Services Plan annual report by October 2019	The annual report for 2018-19 was published in August 2019 and the final report covering all three years of the Children's Services Plan 2017-20 is currently being developed. There may be a slight delay in the publication of this report due to a slower pace of responses from partners, as a result of the COVID-19 crisis.	Green	---	---	---	---	---

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver learning programmes to promote positive health and wellbeing	Number of Individuals and/or families that report improved confidence, self-esteem, health and wellbeing	<p>During Quarter 4 a further 3032 learners have improved their confidence and self esteem, 1224 have improved their mental health and wellbeing, and 1198 have improved their physical health and wellbeing. Currently measures are being put in place to ensure learners, and particularly young people, are still engaged with through the Covid-19 crisis such as social media and online platform. These are already proving to be very effective.</p> <p>In Quarter 4 a broad range of learning opportunities have led to these outcomes such as structured youth work targeted at vulnerable learners, activity within the awards network, and opportunities within the participation network. One emerging focus has been on young males suffering anxiety, depression, mental/physical health and social isolation by providing a safe space to talk and build on self-esteem, health and wellbeing and sign posting onto other groups or agencies as appropriate.</p> <p>Walking Football groups have been established with adults who wish to improve their health and wellbeing through participation.</p> <p>Caruke Having completed a Healthy Cooking on a Budget course, 11 adult learners improved their confidence and increased their levels of self –esteem. The course also had a positive impact on their mental health and general well being and social skills.</p>	Green	-----	14,593	-----	-----	-----

Improve achievement, raise educational attainment and support lifelong learning

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Develop employability skills and sustained, positive school leaver destinations for all young people	Support establishments to take forward Developing Scotland's Young Workforce and improve outcomes for young people	Developing the Young Workforce (DYW) Depute Head Teacher leads meeting held throughout the academic year (October 2019 and March 2020) and the focus of these is the 3 documents that steer DYW in Scotland. These meeting as supported by Education Scotland, GATEWAY, Skills Development Scotland (SDS), and the DYW regional team. All relevant guidance and updates are shared at these meetings.	Green	---	---	---	---	---
	Continue to build and sustain strategic partnerships with local authorities, establishments, colleges and universities and business partners to widen the offer to young people in the Senior Phase	New contact has been established with City of Glasgow college and schools are taking up the additional senior phase offers for session 2020-2021. Widening Access is offered in all secondary schools by University of Glasgow and we also have a very successful Access to Engineering Academy with University of Strathclyde.	Green	---	---	---	---	---
Work with key partners to ensure that young people enter a positive and sustained destination	Maintain the percentage of young people entering and sustaining a positive destination	The School Leaver Destinations Return (SLDR) for pupils leaving school in 2018-2019 was published in February 2020. This year the South Lanarkshire SLDR rate decreased slightly from to 95.7% from a high of 96.4% the previous year. However, the Council achieved the target set and remains above the national level (95.0%) for the 5th consecutive year.	Green	94.4%	95.7%	94.0%	95.8%	96.4%
Work with key partners to ensure all care experienced young people are supported to achieve a positive post school destination	Continue to work with partners to effectively identify, track and deliver individualised employability support packages for care experienced young people	Meetings have taken place throughout 2019/20 to track the destinations of all care experienced young people. The 2019/20 School Leaver Destinations Return showed that 91% of care experienced school leavers moved to a positive destination, significantly above the national rate of 82%.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Support learning and raise attainment through the use of digital technologies and the ICT infrastructure	Continue to support schools to implement national and local digital learning strategies in order to embed the use of digital technologies and lead to increased attainment	The South Lanarkshire Council (SLC) Certified Google Educator programme is progressing extremely well – 25 teachers are now Level 1 certified educators (October 2019), 22 of them have also secured Level 2 status (November 2019) and 15 SLC teachers are now fully Certified Google Trainers (January 2020); a further 5 are working towards achieving Certified Trainer status with applications pending with Google. The success achieved through the SLC programme has almost doubled the number of certified trainers across Scotland. Trainers will be used, in part, to support the development of digital skills within our 17 learning communities. The joint SLC/Education Scotland 'Using Digital Tools to Support Literacy' event attracted over 60 attendees and was rated highly positive by staff. A formal showcase event is being planned to raise awareness of the Digital Schools Award and to provide support to schools who have registered an interest but stalled in their progress towards achieving the award. This will be supported by colleagues from schools that have already achieved their award.	Green	---	---	---	---	---
Provide high quality continuous professional learning activities for practitioners (based on the needs identified in the CQIS audit) which equip staff to inspire learners, improve attainment and celebrate success	Continue to deliver a high quality programme of professional learning opportunities across a range of themes e.g. Learning and Teaching and the Curriculum	There are regular opportunities to engage in a wide range professional learning throughout the school year. Opportunities include external and internal input, sharing good practice from within the authority, guided networking and many more. On online website has been produced to signpost how staff working from home can access professional learning opportunities.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Continue to develop the use of digital technology and the ICT infrastructure to support learning and raise attainment	Support the evolution of ICT use to enable it to become an increasingly transformational element of learning and teaching	Wireless refresh programme is now complete and a number of sites have invested in wireless expansion to maximise coverage throughout their school and to support increasing numbers of devices. Volumes of Chromebooks continue to grow and this continues to be an area of growth. With new Google trainers in place, planning is underway to grow the skills across the estate and exploit transformative technology in all areas. Unfortunately, a clear solution to deliver livestream learning has not yet been found and we continue to work with Education Scotland to look at solutions which may be delivered nationally.	Green	---	---	---	---	---
	Ensure that the ICT infrastructure is fit for purpose and supports the growing and evolving needs of learners and practitioners	Secondary Refresh 2.3 completed, November 2019 on target with over 1700 devices replaced. Primary, Additional Support Needs and Early Years refresh is now underway with 32 schools completed by the end of December 2019. This will deliver over 2300 contract stations plus school buys. 180 Wireless Access Points have also been refreshed in primary schools since August 2019, ensuring that the ICT infrastructure remains fully supportable and performant.	Green	---	---	---	---	---
Complete the Council's Schools Modernisation programme transforming the learning and teaching environment for all	Complete the building of new schools/establishments during 2019/20 to meet the target of modernising all 128 primary schools by June 2020 and any proposed new builds	The Primary School Modernisation programme is complete and there are now 128 primary schools in modernised accommodation.	Green	---	---	---	---	---
Complete the Council's Nursery Modernisation programme transforming the learning and teaching environment for all	Complete the build of the new Early Learning Unit to conclude the Council's nursery modernisation programme	The Early Learning Unit build is complete and has been occupied by staff and children since October 2019.	Green	---	---	---	---	---

Ensure schools and other places of learning are inspirational

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Monitor the efficient use of the school estate and progress accommodation planning for housing and population growth	Take forward plans for planning consent to build a new primary school for the East Kilbride Community Growth Area	Planning permission has been granted to build a new primary school for the East Kilbride Community Growth Area.	Green	---	---	---	---	---
Lead Education Resources on supporting a coherent and evidence based response to the Scottish Government's suicide prevention agenda	Provide progress reports on the revision of documentation on Suicide Prevention to Education Management Team and the Children's Services Strategy group	Draft of Lifelines Lanarkshire circulated for consultation across agencies, and update provided to Head of Education (Inclusion). The collation of feedback from the Children's Services Strategy Group, the Child Protection Committee, an Education Resources reference group and from other agencies has been paused due to meeting cancellations and in light of school closures and social distancing measures, but remains a priority.	Green	---	---	---	---	---
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Spend to Quarter 4 £61,533,000. Annual target £76,804,000. Works were halted due to Covid 19 on 23 March.	Amber	---	---	---	---	---
	Primary Schools Modernisation Programme - Completion of Primary School Programme - Support for Early Years Programme - Growth and Capacities Programme	131 Primary Schools/ Nurseries complete	Green	---	---	---	---	---

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide new or refurbished community facilities	Progress / complete development of community facilities by March 2020, including: refurbishment of Springhall Community Hall which incorporates relocation of Cathkin Library; upgrade to Tom Craig Centre, Law; progressing community facilities within new build Primary School at Elsrickle; and upgrade of at least one synthetic pitch	Springhall Hall refurbishment and replacement library project commenced on site at the end of May 2019. The project is complete and should open in line with other facilities re-opening after IT set up and fit out is complete. Assessments and design work complete to upgrade Tom Craig Centre in Law. Project is out to tender. A new school in Elsrickle with adaptations for community facilities completed on schedule in August 2019. The school is in operation and community facilities available for use. Hamilton Palace Grounds 3G pitch replacement was completed at end of September 2019.	Green	---	---	---	---	---
Maximise the number of attendances at leisure facilities	Number of attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	Target would have been exceeded had it not been for the closure on 18 March 2020 due to Covid-19. This has had a significant impact on attendance rates.	Red	3.004m	2.839m	2.992m	2.965m	3.004m
Maximise the number of attendances at cultural activities	Number of attendances at facilities managed by Cultural Services and the Libraries and Museum Services	Exceeded the target despite the closure on 18 March 2020 due to Covid-19. This is primarily as a result of library virtual visits	Green	3.372m	3.392m	-----	3.419m	3.372m
Deliver activity programmes which will support equitable access for all, including older people and under 16s groups	Number of under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities (including halls, school lets, outdoor and indoor leisure)	Closure of SLLC facilities due to Covid-19 on 18 March 2020 has had a negative impact on attendance rates.	Red	964,805	897,466	876,690	881,965	964,805
	Number of over 60's attendances by residents using South Lanarkshire leisure facilities	We were ahead of target throughout the year however the extent of the achievement was reduced because of closure on 18 March 2020 due to Covid-19	Green	504,160	515,721	433,099	465,870	504,160
Deliver health specific intervention programmes which will support equitable access for all	Number of attendances by residents accessing SLLC health specific intervention programmes	The programmes continue to increase and were ahead of target throughout the year. Overall target was exceeded despite the closure on 18 March 2020 due to Covid-19.	Green	94,840	107,937	-----	-----	94,840

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Improve wellbeing outcomes for children and families and getting it right for every child	Continue to provide a range of supports to all establishments to embed Health and Wellbeing in the curriculum	The Glow Health and Wellbeing tile has been updated with resources and weblinks to support curriculum delivery. There are working groups on-going with NHS colleagues to evaluate the Healthy Schools resource.	Green	---	---	---	---	---
Continue to develop new approaches to ensure high quality Physical Education in establishments	Continue to deliver a range of professional programmes for practitioners, with partners, focused on the quality of provision of Physical Education	Partnership working with South Lanarkshire Leisure and Culture colleagues is ongoing to identify and meet Career Long Professional Learning needs. Primary Dance, Netball, Volleyball and Fun Fitness events are underway to support teachers in their delivery of Physical Education.	Green	---	---	---	---	---

Encourage participation in physical and cultural activities

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Promote the development of the right range of skills, qualifications and achievements to enable all learners to succeed	Develop the skills of young people in instrumental music tuition through the Youth Music Initiative	During 2019/20 there has been an ongoing rise in Youth Music Initiative instrumental music tuition and music-making opportunities for children and young people in South Lanarkshire, including: approximately 7000 young people taking part in school-based musical learning and significant representation from South Lanarkshire Council pupils in national ensembles; over 1,000 primary children have completed a 20 week practical music making project; primary instrumentalists have taken part in school assemblies, concerts, inter-disciplinary learning events as well as community-based performances at Care Homes and Church Services; 11 school rock and pop bands took part in the annual Battle of the Bands competition where the Instrumental Music Service introduced a Career's Corner; the South Lanarkshire Schools' Big Band, and over 50 pupils from St Bride's PS Cambuslang, performed to a sold audience at the Rutherglen Town Hall; many pupils successfully auditioned for the National Youth Choir of Scotland, West of Scotland Schools Orchestra as well as numerous successful entries to colleges and universities to continue the study of music and instrumental studies.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Deliver a core Finance function that meets the requirements of the council and external stakeholders	Percentage of invoices sampled that were paid within 30 days - target 92.5%	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures were published in January 2020. The latest LGBF results for the current year are due to be published in January 2021.	Report Later	92.5%	-----	94.5%	95.0%	92.1%
Prepare Annual Report and Accounts	Accounts for the council and all related/ supported bodies including the Integrated Health and Social Care Joint Board, Valuation Board and related charities completed by 30 June and receipt of clear audit certificate by 30 September	The Accounts for the council and all related/ supported bodies were complete by 30 June 2019. The audit of the Accounts was complete by end September 2019 and all bodies received a clean audit certificate.	Green	---	---	---	---	---
Provide support to elected members	Deliver training identified following training needs analysis by target date agreed with members. Monitor and evaluate the delivery and attendance and report bi-annually	Training needs analysis completed and a range of learning and development opportunities identified, taking account of group and individual needs, and preferences for learning. During Q1-Q4 Elected Members filled 370 places at a variety Learning and Development events. Bi Annual Report completed on 6 March 2020.	Green	---	---	---	---	---
Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Update 2020-21 financial strategy by summer 2019	An update to the 2020-21 Budget Strategy was presented to Executive Committee in June 2019. This was updated and presented to members at a seminar in November and then to Executive Committee in December 2019, along with budget savings proposals. It was further reviewed as required, as the budget process continued, culminating in the budget being set in February 2020.	Green	---	---	---	---	---
Communicate our IT vision, values and policies	IT Services will regularly report progress on the council's priority ICT projects	Quarterly updates presented to Corporate Management Team.	Green	---	---	---	---	---

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Implement effective Best Value Management arrangements to ensure continuous improvement and efficient and effective service delivery	Progress actions arising from BVAR 2019 within agreed timescales	An action plan addressing the recommendations within the BVAR was presented to the meeting of the Council on 26 June 2019. The action plan has been loaded onto the council's Figtree system for monitoring audit actions. Regular monitoring reports are taken to CMT and a progress report was presented to the Performance and Review Scrutiny Forum on 18 February 2020. The outcome of key actions will be reported to Elected Members through relevant Committees as appropriate.	Green	---	---	---	---	---
	Ensure that Scottish Government Performance Reports are submitted within timescale: LAAC; Child Protection; Justice Services; Mental Health; Learning Disability; Homecare and Respite	All returns due in for the period have been submitted within timescales .	Green	---	---	---	---	---
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Labour turnover rate to be contained at 5% or less (council-wide)	At the end of Quarter 4 the Council wide labour turnover rate was 4.3%. This represents an increase of 0.9% when compared with Quarter 3 (3.4%).	Green	5.0%	4.3%	3.0%	4.8%	4.6%
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide)	At the end of Q4 the council-wide completion rate was 51%. This represents a decrease of 1% when compared with Q3. Personnel Services issued a Management Bulletin containing guidance on the process and how to record PDR's on People Connect. Personnel Services also issued regular reminder emails directly to managers with outstanding appraisals. Updates on non completion were sent to Resource Management Teams via the HR Business Partners.	Red	100.0%	51.0%	87.6%	90.5%	88.0%

Delivering the plan and achieving best value

Action	Measures(non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	Work towards the 2020 accredited review of Investors in People to achieve gold status	The liP interim report was presented to CMT on 19 March 2020. The interim report identifies a number of areas of improvement which require specific actions to improve the current position which remains at a silver rating. Resource specific action plans are to be reviewed and updated taking cognisance of data generated via the 2019 Employee Survey. liP co-ordinator to liaise with Resources to agree timescales and format of plans by end of June 2020.	Report Later	---	---	---	---	---
Ensure high standards of governance are being exercised	Risk register is regularly reviewed, agreed and updated through the Performance and Continuous Improvement Groups and Social Work Governance Group	In this quarter the risk register has been reviewed in light of the performance of one of our registered care at home services. Corporate Resources have also issued the 2020/21 timetable for Top Risks and Resource Risk Register Review which will commence on 1 April 2020.	Green	---	---	---	---	---
Ensure monitoring, compliance and control of externally purchased services	Report on annual care inspectorate evaluations of our 42 registered services	Most of our externally purchased services continue to perform at a good or above level. In this Quarter 4, the Care Inspectorate has reduced its inspection footfall. At the time of writing, all registered care service are coping with the unrepresented demands placed on them as a result of COVID-19 pandemic.	Green	---	---	---	---	---

Improve later life

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Continue to ensure the provision/ installation (or funding) of equipment, adaptations and other services	Number of approvals given for adaptations in private homes	Green 3	There has been an significant increase in the volume of adaptations within this programme and the service is currently reviewing the actions required to accommodate this increase in demand.	Amber

Protect vulnerable children, young people and adults

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Work in partnership to resource carers appropriately in their caring role	By 1 April 2020 current commissioned carer support services, information and engagement services in respect of young carers will be remodelled	Green	The contract for our Young Carer Support Service has been awarded to Action for Children, who already provide a similar service in a neighbouring local authority. Early engagement with the service provider has been hampered with the current COVID 19 situation. A letter has been drafted to the provider with an estimated service start date of early July.	Report Later
Monitor Adults with Incapacity (AWI) activity	90% of statutory supervising officer visits completed within timescale for private welfare guardianship orders	Amber	To date there has been a total of 2,322 private guardianship visits undertaken with 86% (1,995) completed on time. Quarter 4 there were 496 private welfare guardianship visits with 81% (403) completed on time. Many visits have been postponed or rescheduled in this quarter due to staff availability and social distancing measures in response to COVID 19.	Red

Deliver better health and social care outcomes for all

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Continue to provide nutritious school meals to South Lanarkshire Council pupils	Number of lunches served in nursery schools as part of new Scottish Government Years Initiative	Contextual	Due to current Covid-19 crisis, update is incomplete. This will be pursued and completed prior to presenting the report to Committee.	Report Later

Improve the road network, influence improvements in public transport and encourage active travel

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Continue to undertake road and footway improvements	Percentage of the road network resurfaced within the financial year 2019-20	Green	During quarter four, some progress was made which has allowed the Service to resurface 0.15% of the road network. However, given severe weather during February and the implications of Covid-19, we were unable to complete our overall programme meaning we just fell short of our annual target of 3.5%.	Amber
	Percentage of our road network that should be considered for maintenance	Report Later	Emerging Society of Chief Officers of Transportation in Scotland (SCOTS) Road Condition Index (RCI) survey results for the period covering 2018 to 2020 indicate that 30.3% of our road network should be considered for treatment, compared to our current target of 31.2% which was based on previously available results. The Scottish average is 35.0%. This continues a trend of year on year improvement since the commencement of the Roads Investment Plan	Green
Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure delivered by March 2020 in line with available external and internal capital funding	Green	In order to reduce congestion two projects were taken forward. A traffic signal control system called SCOOT, which will involve in the upgrade/replacement of traffic signal equipment, was to be implemented on the Glasgow Road corridor in Cambuslang / Rutherglen. These works are delayed due to unforeseen circumstances involving utility apparatus that requires to be relocated and will be completed in the new financial year. To maximise expenditure traffic signal equipment has been purchased for future projects. A traffic modelling exercise was commissioned for Lanark. Traffic counts were completed in September and provided data for a new traffic model for the town. This involved the consideration of the Lanark Gyratory scheme identified in the Local Transport Strategy as well as other potential options. Modelling works are complete and a draft report is being reviewed.	Amber

Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure delivered by March 2020 in line with agreed Park and Ride Strategy and available external funding	Green	<p>Planning consent was granted to allow the extension of the Park and Ride facilities at Carstairs Junction. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Third party land negotiations are complete to secure land for new Park and Ride facilities in Lanark however, due to the ongoing Covid-19 situation the process has not been able to be concluded as the Land Registry is closed.</p> <p>Negotiations were completed with the land purchased by the Council for a new Park and Ride in Cambuslang.</p> <p>Discussions with Strathclyde Partnership for Transport (SPT) have identified the upgrading of bus stop and shelter infrastructure on the Fernhill Road / Mill Street as well as the Burnside Road / Stonelaw Road corridors in Rutherglen. Works were issued and subsequently completed on the Fernhill and Mill Street corridor. In addition, the expansion of Real Time bus information has been completed at 4 locations.</p>	Amber
Encourage active travel by extending our network of cycle routes	Walking and cycling projects / schemes delivered in line with agreed 2019-20 capital programme	Green	<p>The Active Travel Study in the Cambuslang and Rutherglen area is complete. A consultant has been appointed to undertake studies for Carluke and Law area, Lanark and Hamilton. These are ongoing however, the Covid-19 situation has affected the consultation process. These studies are now programmed for completion early in the new financial year. The completed studies will include a proposed identified walking/ cycle network for the towns as well as identifying measures and initiatives to promote sustainable travel.</p> <p>The expansion of the cycle network in East Kilbride will continue following the conclusion of the Active Travel study in the town. The concept design of sections on Churchhill Avenue and towards East Kilbride Railway Station through to East Main Road are complete. The first phase of the route on West Mains Road / East Mains Road are almost complete but have been suspended due to the ongoing Covid-19 situation.</p> <p>Cycle monitoring equipment as well as cycle shelters at various locations were identified and contracts issued for their installation. Works are almost complete but have been suspended due to the ongoing Covid-19 situation.</p>	Amber

Deliver prioritised road safety infrastructure improvements and promote road safety	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	Contextual	<p>Provisional casualty figures are available for 2019 where there were 418 casualties. Of these, there were 13 fatal casualties, 95 serious casualties and 310 slight casualties. There were no child fatal casualties, 13 children seriously injured and 25 children slightly injured.</p> <p>The number of overall casualties has reduced since 2018 when there were 507 casualties. Of these, there were 14 fatalities, 56 serious casualties and 437 slight casualties. There was 1 child fatal casualty, 6 children seriously injured and 42 children slightly injured.</p>	Green
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Work with communities and partners to promote high quality, thriving and sustainable communities

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Provide an effective and efficient grounds maintenance service	Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service)	Amber	Scores this year were 71, 70, 72, 72, 72 and 76 which gives an average score of 72.	Green
Work with communities and partners to enhance community planning and service delivery	Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations. Roll out neighbourhood planning processes beyond the three pilot areas to other priority areas in order to co-produce and deliver plans with Community Planning Partners	Green	All work relating to Neighbourhood Planning has been temporarily suspended due to Covid-19.	Report Later

Support the local economy by providing the right conditions for inclusive growth

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Develop and progress employability services focused on priority client groups and sectors	A minimum of 1,000 unemployed people supported via council operated employability programmes	Green	Year end statistics are usually reported at the end of April to capture key performance information. However, this will be reported later as there is a requirement to ensure we capture all data as a result of Covid-19 for example, participant files will need to be accessed to ensure the total number of engagements are fully reported and that they are also compliant with funding requirements.	Report Later
	A minimum of 400 unemployed people gain sustainable employment	Green	This will be reported later to ensure we capture job outcomes that can be verified. Due to Covid-19 there is a high number of employers who have retracted employment offers therefore we will need to contact employers to verify employment status for some clients.	Report Later
	A minimum of 200 unemployed people access further education or training	Green	To be reported later to ensure we capture the total number accessing further education and employment.	Report Later

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities	Green	All work relating to Community Planning has been temporarily suspended while the partners respond to Covid-19.	Report Later

Improve achievement, raise educational attainment and support lifelong learning

Connect Measures

Action	<i>(non statistical measures shaded grey)</i> Measures	Q2 Status	Q4 Comments	Q4 Status
Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy	Percentage of secondary school pupils achieving expected Curriculum for Excellence levels in Literacy (S3, 3rd level or better)	Report Later	The percentage of secondary school pupils achieving Curriculum for Excellence Level 3 or better in Literacy in S3 remained consistent and is above the national level of 87.9%.	Green
Continue to achieve equity by 'closing the poverty related attainment gap' and meeting the aspirations of the Attainment Scotland Fund	Percentage of pupils achieving 1 or more awards at SCQF level 6 or above (on leaving school)	Report Later	The percentage of pupils achieving 1 or more awards at SCQF level 6 or better on leaving school increased to 66.5% and is above the national level of 66.2%.	Green
Work with key partners to ensure that young people enter a positive and sustained destination	Maintain the percentage of young people entering and sustaining a positive destination	Report Later	The School Leaver Destinations Return (SLDR) for pupils leaving school in 2018-2019 was published in February 2020. This year the South Lanarkshire SLDR rate decreased slightly from to 95.7% from a high of 96.4% the previous year. However, the Council achieved the target set and remains above the national level (95.0%) for the 5th consecutive year.	Green

Ensure schools and other places of learning are inspirational

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Project Management of Schools Projects and General Services Projects	General Services Programme - Target spend achieved	Green	Quarter 4 information not available until end May 2020.	Report Later

Encourage participation in physical and cultural activities

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Maximise the number of attendances at leisure facilities	Number of attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	Green	Target would have been exceeded had it not been for the closure on 18 March 2020 due to Covid-19. This has had a significant impact on attendance rates.	Red
Deliver activity programmes which will support equitable access for all, including older people and under 16s groups	Number of under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities (including halls, school lets, outdoor and indoor leisure)	Green	Closure of SLLC facilities due to Covid-19 on 18 March 2020 has had a negative impact on attendance rates.	Red

Delivering the plan and achieving best value

Connect Measures

Action	(non statistical measures shaded grey) Measures	Q2 Status	Q4 Comments	Q4 Status
Deliver a core Finance function that meets the requirements of the council and external stakeholders	Percentage of invoices sampled that were paid within 30 days - target 92.5%	Amber	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures were published in January 2020. The latest LGBF results for the current year are due to be published in January 2021.	Report Later
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope (council-wide)	Amber	At the end of Q4 the council-wide completion rate was 51%. This represents a decrease of 1% when compared with Q3. Personnel Services issued a Management Bulletin containing guidance on the process and how to record PDR's on People Connect. Personnel Services also issued regular reminder emails directly to managers with outstanding appraisals. Updates on non completion were sent to Resource Management Teams via the HR Business Partners.	Red

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Report

4

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	29 September 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Self-Assessment and Improvement Activity Annual Update 2019-20
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1. Purpose of Report

1.1. The purpose of the report is to:-

- provide the Forum with an update on the self-assessment and improvement activity as at 31 March 2020

2. Recommendations

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

- (1) that the improvement activity as a result of Empower and other self-assessment approaches across the Council be noted.

3. Background

- 3.1. Self-assessment and the improvements arising from self-assessment are key elements of Best Value. The Council has adopted Empower as its corporate self-assessment methodology and has embedded the approach in all services which do not already benefit from structured self-evaluation activity.
- 3.2. This report provides an update on self-assessment and improvement activity across all Resources. The report covers assessments carried out through Empower and also through other structured self-evaluation activity approaches such as surveys, workshops, data/procedures analysis, questionnaires or engagement.

4. Self-assessment Activity

- 4.1. Appendix 1 provides an update in respect of the self-assessment activity programme for the year ended 31 March 2020. The progress of the activities detailed in the appendix demonstrates the Council's commitment to the delivery of continuous improvement. It should also be noted that self-assessment action plans contain additional improvement actions which are taken forward by the service through their improvement planning and reporting processes.
- 4.2. In preparation for this report, the self-assessment and improvement annual update reports for the previous year were reviewed, to follow up any incomplete actions. Appendix 2 lists outcomes, per Resource, with progress updates on these previous reviews.
- 4.3. Empower is a flexible framework and continues to be adapted and refined to meet the needs of the Council. The new approach to the council-wide self-assessment and improvement programme was developed to be more proportionate and risk-based and was approved by the Corporate Management Team (CMT) in February

2016. The programme of assessments is an annual exercise and draws upon a variety of sources, including the National Scrutiny Plan and other planned inspection visits (carried out by, for example, Education Scotland and the Care Inspectorate), performance monitoring, internal service reviews and other relevant information.

- 4.4. As elected members are aware, because of the Covid 19 crisis the Council was forced to suspend or reduce a number of services and was also obliged to redirect resources so that it could deliver vital new services and supports for individuals, communities and businesses. In 2020-21, self-assessment and improvement activity will be aligned with the Covid 19 response and recovery and service reviews, rather than be a stand-alone programme.

5. Next Steps

- 5.1. The Forum is asked to note the completed assessments and improvement actions detailed in Appendices 1 and 2.

6. Employee Implications

- 6.1. Employee implications relate to the ongoing time commitment and training and development as required.

7. Financial Implications

- 7.1. There are no financial implications as a result of this report.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

- 9.1. The management of risk associated with the outcomes and actions referred to in respect of the self-assessment and improvement activity will be considered as part of each Resource's risk management arrangements as appropriate.

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. Consultation has been undertaken with both officers from the Corporate Improvement Advisory Board (CIAB) and those involved in the self-assessment and improvement activities.

Paul Manning

Executive Director (Finance and Corporate Resources)

13 August 2020

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Performance and Review Scrutiny Forum – 18 June 2019 – Self-Assessment and Improvement Activity Annual Report 2019

List of Background Papers

- ◆ None

Contact for Further Information

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

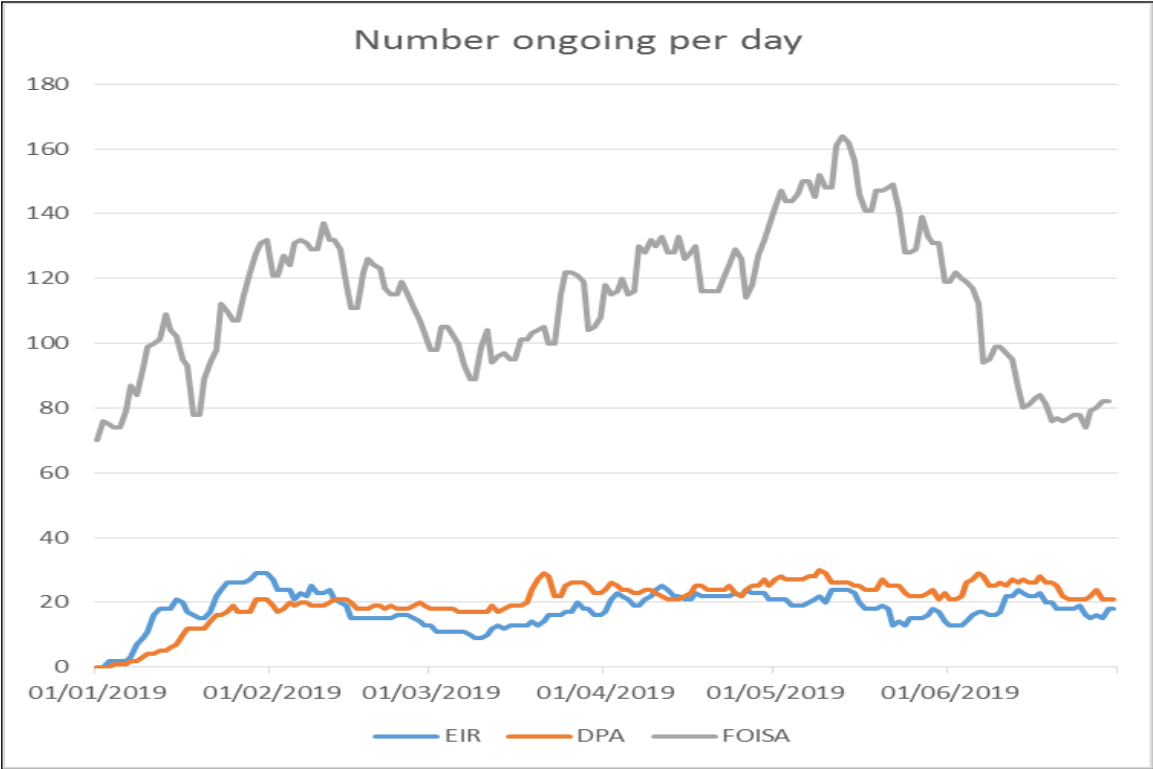
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Self-assessment and improvement activity 2019-20 Programme - Annual Update as at 31 March 2020

Resource: Council wide		
Service Area	Key outcome/ benefit	Progress
Recording and reporting of Freedom of Information (FOI), General Data Protection Regulation (GDPR) and Environmental Information (Scotland) Regulations (EI(S)R) requests on new system Objective (Lead: FCR Admin. and Legal)	Improved processes for recording and reporting of FOI, GDPR and EI(S)R, leading to a reduction in the number of requests which are not completed within target timescales. ONGOING	<p>The project was identified as a possible area for improvement because targets were not being met for completion of enquiries within appropriate timescales.</p> <p>An analysis of performance across the Council was undertaken to better understand the volume of work and the trends in performance across the year and across Resources.</p> <p>A 6-month tranche of enquiries was analysed which illustrated the fluctuation in numbers across the year, and also highlighted variations in approach between different Resources.</p> 

Resource: Council wide		
Service Area	Key outcome/ benefit	Progress
		<p>In addition to the data analysis, an audit of late responses was undertaken to understand in detail the reasons behind late reports, and to investigate any common factors at work or issues which could be addressed within current work practices.</p> <p>A cross-Resource discussion/consensus session was held in January 2020 to assess the findings and explore potential recommendations going forward. Action plans were developed by each Resource based on what they thought needed to be addressed in their own approach to information requests.</p> <p>IMPACT: The latest data shows some improvement in performance, which may be due to the implementation of the actions plans within Resources. The percentage of FOI and GDPR/DPA requests processed within the required timescale increased in the last quarter of 2019-20, exceeding the performance in any previous quarter of the year and also improving on the performance of the same quarter of the year before. This is a positive development in the right direction, however, there has been little change in EI(S)(R) processing in the last quarter of 2019-20. Monitoring of performance over 2020-21 will allow further self-evaluation and review of the action plans if required.</p>
Secondary school letting arrangements (Lead: CER)	<p>Secondary school letting process works efficiently and effectively, with stakeholders involved in the process aware of each other's documented policies and practices</p> <p>COMPLETE</p>	<ol style="list-style-type: none"> 1. Preliminary meetings were held with all relevant stakeholders (South Lanarkshire Leisure and Culture (SLLC), Education Resources, Facilities Service, SPIE (school PPP contractor)) to record ongoing issues which impact on the efficiency and effectiveness of the secondary school letting process. 2. Development Adviser visited SLLC Booking Team and Facilities Service Janitorial Control Centre to observe current practices. 3. The booking system procedure was documented on a process map. 4. Joint meeting of above stakeholders (except SPIE) was held, with agreement reached on improvement actions required. <p>IMPACT: Expected that these meetings will be routinely scheduled to assist with communication on further issues as they arise.</p>

Resource: Council wide		
Service Area	Key outcome/ benefit	Progress
Tracking developer contributions (Lead: CER Community Infrastructure Assessment Group)	<p>Process for tracking developer contributions works efficiently and effectively and provides transparency for all stakeholders</p> <p>COMPLETE</p>	<p>Aim of the activity was to improve procedures for monitoring the collection and distribution of Developer Contribution funds.</p> <p>Outcome of the self-assessment was presented to Planning Managers on 11 March 2019 and Community Infrastructure Group on 23 April 2019. Improvement actions were approved at the latter meeting and Planning Service has now identified Planning Officer to implement the actions.</p> <p>IMPACT:</p> <ul style="list-style-type: none"> • Re-introducing spreadsheets for tracking Developer Contributions, ensuring ongoing use by all relevant stakeholders • Ensuring shared access to spreadsheets via Objective allowing for real-time updates • Improved layout and content of spreadsheets and collation of supporting information

Resource: Finance and Corporate		
Service Area	Key outcome/ benefit	Progress
Finance (Transactions)	<p>Deliver improved integration and customer self-serve facilities for Council Tax, Benefits Admin, Customer Service Centre and Q and As.</p> <p>ONGOING</p>	<p>Northgate Council Tax project underway to expand the use of online customer forms for Council Tax including change of address. This development will provide updated functions for self-service comprising Council Tax direct debit, single person discount and change of address with improved accuracy expected through a substantial reduction in manual handling. The original planned date for go live was May 2020. However, this has been delayed due to the impact of Covid-19. Discussions are now taking place with a view to re-starting the project later in 2020.</p> <p>11 integrated forms for waste, grounds and pest control went live in May 2019 allowing council staff to process internal requests for service more efficiently (previously done by free text email).</p> <p>IMPACT: The introduction of the integrated online forms has seen a reduction in the number of free text e-mails received by the service, thus making more efficient use of staff resources.</p>
Finance (Transactions)	<p>For services that benefit from more effective contact methods, expansion of SMS text messaging solution</p> <p>ONGOING</p>	<p>For the distribution of cash for kids payments SMS is being used to advise recipients of their forthcoming payment, to be received via paypoint.</p> <p>Council Tax is now using SMS more frequently and use it as a means to encourage uptake of Council Tax reduction (CTR). This initiative started at the beginning of December 2019 and will be ongoing. Two promotional runs to encourage CTR uptake have taken place thus far, in December 2019 and February 2020. These promotional runs comprised a total of 1,412 SMS text messages.</p> <p>IMPACT: Although the impact may not be wholly attributable to the SMS activity, CTR uptake increased by 0.37% in the final 3 months of 2019-20. This compares to an increase of 0.16% over the same period in 2018-19.</p>

Resource: Finance and Corporate (continued)		
Service area	Key outcome/ benefit	Key outcome/ benefit
Administration and Legal	<p>Review the Council's General Data Protection Regulation (GDPR) policies, documentation and training material</p> <p>ONGOING</p>	<p>All substantive GDPR/DPA 2018 policies and advice are now in place. Upon leaving the European Union (EU), the GDPR will become the UKGDPR. This replacement of legislation will result in further work with related changes in documents and policies etc. Work will start with a view to be in place by Exit Day (the day that the UK leaves the EU – prospectively 31 December 2020) is clear. In addition, all policies and documentation will be reviewed again as and when further guidance is issued by the Information Commissioner.</p> <p>IMPACT: There is no direct impact at this time. The work would form part of the Council's preparations for leaving the EU.</p>

Resource: Housing and Technical		
Service Area	Key outcome/ benefit	Progress
Housing	<p>Customer feedback/engagement to inform service delivery and improvements</p> <p>COMPLETE</p>	<p>All customer feedback and engagement programmes for 2019-20 completed in line with agreed requirements for both recurring and one off surveys. Quarterly reports analysed and issued to Management Teams and improvement actions identified and progressed if required. Annual presentation to Management Team scheduled for later in 2020.</p> <p>IMPACT: Customer feedback and engagement programmes have allowed the Resource to improve the services and procedures, as appropriate.</p>

Resource: Social Work Resources		
Service Area	Key outcome/ benefit	Progress
Money Matters	<p>A wider review to include welfare reform, Scottish Welfare Fund, Benefits are Changing Team, citizens advice as well as Money Matters is underway.</p> <p>ONGOING</p>	<p>The review is progressing with the completion of customer journeys for key council services and a staff survey. The development of a customer survey is in progress. Each of the four Citizens Advice Bureaus will now be represented on the review group to ensure opportunities for improvement can be considered with the other main provider of financial advice in South Lanarkshire. The terms of reference have been updated to reflect this.</p> <p>IMPACT: The Review of advice services is currently in abeyance due to the COVID-19 crisis and will not conclude in May. A re-assessment of the key milestones will be required following resumption of normal working but it is not possible to predict when this will take place.</p>

Resource: Social Work Resources (continued)		
Customer Service Excellence (CSE award)	The CSE Award assesses services in the following areas: customer insight; culture of the organisation; information and access; delivery; timeliness and quality of service against a set standard. In addition to meeting the standard, Services can be awarded “compliance plus” status. The compliance plus awards demonstrate that services exceed the standards set and are examples of national best practice.	
Adult Mental Health Services	Continued compliance, and advancement of awards within the CSE framework for Adult Mental Health Services.	<ul style="list-style-type: none"> ○ Fully compliant against the standard and 6 compliance plus awards in 2013-14 ○ Fully compliant against the standard and 7 compliance plus awards in 2014-15 ○ Fully compliant against the standard and 8 compliance plus awards in 2015-16 ○ Fully compliant against the standard and 8 compliance plus awards in 2016-17 ○ Fully compliant in 2017-18 ○ Fully compliant against the standard and 9 compliance plus awards in 2018-19 ○ Fully compliant against the standard and 10 compliance plus awards 2019-20
Older People day care services	Continued compliance and advancement of awards within the CSE framework for Older Peoples Day Care services.	<ul style="list-style-type: none"> ○ Fully compliant against the standard and 9 compliance plus awards in 2013-14 ○ Fully compliant against the standard and 11 compliance plus awards in 2014-15 ○ Fully compliant against the standard and 11 compliance plus awards in 2015-16 ○ Fully compliant against the standard and 15 compliance plus awards in 2016-17 ○ Fully compliant against the standard and 19 compliance plus awards in 2017-18 ○ Fully compliant against the standard and 22 compliance plus awards in 2018-19 ○ Fully compliant against the standard and 22 compliance plus awards in 2019-20
Older People residential care	Continued compliance and advancement of awards within the CSE framework for Residential Care Homes for Older People.	<ul style="list-style-type: none"> ○ Fully compliant against the standard and 9 compliance plus awards in 2013-14 ○ Fully compliant against the standard and 10 compliance plus awards in 2014-15 ○ Fully compliant against the standard and 14 compliance plus awards in 2015-16 ○ Fully compliant against the standard and 15 compliance plus awards in 2016-17 ○ Fully compliant against the standard and 20 compliance plus awards in 2017-18 ○ Fully compliant against the standard and 23 compliance plus awards in 2018-19 ○ Fully compliant against the standard and 23 compliance plus awards in 2019-20*

*This service was due to be inspected on 21 and 22 April but was cancelled due to Covid19 crisis – so they still remain at 23

Resource: Education		
Service Area	Key outcome/ benefit	Progress
Engagement	<p>The views of employees, children and young people will be actively sought to help shape and influence the Education Resources priorities to create wider ownership and empower employees to be active contributors in the planning and delivery of positive outcomes for all learners</p> <p>ONGOING</p>	<p>Learning Pathways Recognising and understanding the pathways individual learners choose is part of what we call their 'learner journey'. This is one of the ways in which schools actively engage with young people to support them in achieving a wider breadth and range of successful and positive outcomes more readily linked to employability, higher and further education. Schools and establishments throughout this year have been actively engaging with young people to set learning pathways designed to more readily meet their needs which is reflective in the positive destination statistics (96%).</p> <p>Education Resources Priorities Through our 'wee blether' activities (August 2019) nearly 300 people gave their views which helped to shape and influence the priorities for 2019-20 and beyond. A pupil event planned for the early part of 2020 designed to empower young people to be active participants and contributors in the 'wee blether' about priorities and what matters to them including their views on climate change and sustainability planned for April 2020 was postponed.</p> <p>IMPACT:</p> <ul style="list-style-type: none"> • The impact of the Covid19 pandemic with the closure of schools in March has been significant with no decision taken on when they will return with planning assumptions intimating that it will be on a phased basis as yet to be determined • Active engagement with learners and the means of doing this in a dynamic and different way in 2020-21 is part of the revised strategy entitled 'Continuity of Learning'. The learning goals and targets will still be determined through bespoke learning pathways for learners depending on their age, stage, knowledge and skills. With no exam diet the professional assessment of teachers on individual learners' progress will be a key factor in determining the outcome of pupils in the senior phase. • The means and mechanisms of reaching out to hear the voice of young people and stakeholders to help influence and shape the priorities for Education Resources for 2020-21 has had to be put on hold.

Resource: Council wide			
Service Area	Key outcome/ benefit	Associated improvement actions	Overall progress
Best Value	<p>Self-evaluation and gap analysis against the duties of Best Value, in preparation for Best Value Assurance Report (BVAR) in 2018.</p> <p>COMPLETE</p>	<p>Undertake self-evaluation against Best Value requirements.</p> <p>Report the outcome of this exercise to CMT in order to contribute to wider preparations for the BVAR in 2018.</p>	<p>Three cross-Resource self-assessment sessions were held in 2018, facilitated by the Improvement Service, focussing on three specific areas of work: Audit Scotland's Strategic Audit Priorities, previous audit findings, and performance and self-assessment. The results were reported to CMT on 9 August 2018.</p> <p>The Council's BVAR was published by the Accounts Commission on 28 March 2019. An action plan has been developed to respond to the recommendations of the report.</p> <p>IMPACT: The self-evaluation sessions helped prepare the Council for the BVAR and assisted in collating the evidence required to demonstrate the achievement of Best Value. The self-evaluations also ensured that the Council was well-placed to target the most important actions when developing the action plan in response to the BVAR recommendations. The BVAR action plan has been progressed through 2019-20 and a progress report was presented to the Performance and Review Scrutiny Forum on 18 February 2020.</p>

Resource: Council wide			
Service Area	Key outcome/ benefit	Associated improvement actions	Overall progress
Internal Audit	<p>Improve communication within the team</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> ○ Full team meetings to be scheduled twice-yearly. Team briefs every eight weeks. ○ Review and update the intranet page. ○ Establish a process for ongoing review and refresh. 	<p>Team briefs are now scheduled throughout the year. Updated various fraud policies in 2018-19 and uploaded to intranet/internet. Internal Audit page created. Actions:-</p> <ul style="list-style-type: none"> ○ Separate review of risk management/best practice bulletins ongoing in 2019-20. ○ Populate/maintain Internal Audit pages in 2019-20 <p>IMPACT: There are open lines of communication with Advisers and Manager and regular team briefs are now taking place with the team, scheduled every 8 weeks. Additional team briefs are also held if necessary to communicate urgent information, so the planned improvements in regular, scheduled team briefs are now taking place. The impact of this should now be that staff are content that they are receiving all feedback that should be communicated with them.</p> <p>Discussions have taken place with Risk Management and work has started to update the risk management/best practice bulletins. The Graphics section has prepared these bulletins in a corporate format. The impact of this will be a consistent methodology being used to present these bulletins to staff. It is the intention that, as these bulletins are updated, they will be added to the intranet. The first bulletin due to be uploaded is Cash Controls.</p> <p>Intranet page reviewed again early 2020-21 and now part of routine refresh at year-end and throughout the year, as required. Further forms to be uploaded to allow, for example, frauds to be notified via an online form. The impact of this is to provide a central source of information to which Services can refer and a more efficient way of working, moving forward.</p>

Resource: Council wide			
Service Area	Key outcome/ benefit	Associated improvement actions	Overall progress
	<p>Develop more effective audit feedback process within Resources</p> <p>COMPLETE</p>	<ul style="list-style-type: none"> ○ Review options of gathering customer feedback and implement solution that is effective and manageable. ○ Deliver formal feedback from clients to team at team meetings. 	<p>Head of Service questionnaire issued on an annual basis. Out with this, feedback gathered as part of meetings with Executive Directors or on an informal basis should a specific issue arise. Feedback provided to specific employees, if appropriate, or as part of team brief.</p> <p>IMPACT: Steps have been taken to gather feedback from Resources (Executive Directors and Heads of Service) during face to face meetings (principally the annual audit planning meetings) as it is deemed that better feedback is received using this channel rather than the issue of questionnaires which tend to have low response rates. The impact of this change is that Internal Audit can address concerns at the time they are being highlighted and provide context to the reasons behind concerns, where relevant. Positive feedback is also shared with Internal Audit during these meetings. Feedback is then provided back to the Internal Audit team, both in terms of positive feedback and any areas where improvement is required. The impact of this is improved morale and, following adjustments, when possible, improved working practices.</p>

Report

5

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	29 September 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Annual Performance Spotlights 2019-20
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1. Purpose of Report

1.1. The purpose of the report is to:-

- provide the Forum with a preview of the Annual Performance Spotlights (APSs) for 2019-20

2. Recommendation(s)

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

- (1) that the content of the Annual Performance Spotlights be noted; and
- (2) that it be noted that the Annual Performance Spotlights will become live on the Council's website in October 2020, well ahead of the statutory deadline of 31 March 2021.

3. Background

- 3.1. The Council's first Annual Performance Report (APR) was prepared based on 2011-12 information and represented part of the Council's ongoing commitment to continuous improvement in respect of its approach to public performance reporting (PPR).
- 3.2. On 4 September 2018, the Forum considered a report which set out plans to review the APR component of the Council's PPR approach, in light of the continuing evolution of the Accounts Commission's expectations and taking into account feedback from Audit Scotland on the APR in particular.
- 3.3. A new approach was developed which replaced the APR document with Annual Performance Spotlights (APSs) – bite sized web content performance information comprising a case study, selection of infographics and links to other related material - one for each Connect objective plus the theme Delivering the Plan and achieving Best Value.
- 3.4. This report provides the Forum with an overview of the APSs for 2019-20.

4. Current Position

- 4.1. The APSs 2019-20 infographics, as they will appear on the performance pages of the Council's website, are attached as Appendix 1. The Council's Improvement Unit has liaised closely with services across the Council to bring together the content of the APSs 2019-20. The focus, at all times, has been to ensure that the information included is of interest to the public, balanced and readily accessible. These are key

requirements of Public Performance Reporting, as set out by the Accounts Commission.

- 4.2. In line with the Council's shift towards a digital first approach, the aim of the spotlights is to provide performance information as content on the web. This will go live on the performance pages of the Council's website to allow residents and stakeholders to browse the information electronically.
- 4.3. The spotlights use infographics to present information about the Council's performance. The infographics show performance against certain measures for each of the Council's 11 strategic objectives plus the theme of Delivering the Plan and achieving Best Value. In response to points made by the Accounts Commission in the Best Value Assurance Report 2019 (BVAR), the following improvements have been made:-
 - ◆ for each infographic, where applicable, trend information is included with a clear indication whether or not performance has improved and if the target has been met
 - ◆ a link has been added directly below the infographic on the website to supporting data, further reports or more detailed information
- 4.4. In order to gather feedback which will help us to continue to improve our public performance reporting material, the 'Did you find?' response box at the bottom of each of the APS web pages is monitored.
- 4.5. To complement the APSs, we will continue to prepare the suite of 'public performance reports' which focus on key areas of council business. Each report includes a clear presentation of data; targets and narrative to introduce and explain the performance indicators and results; comparisons, customer feedback, satisfaction statistics and links or signposts to further relevant information. These reports have been well-received in public testing and have attracted positive feedback from Audit Scotland. Since they were first uploaded (at the end of March 2015) they have attracted thousands of visitors to the performance pages of the website indicating that there is an audience for the performance information, providing us with a platform on which to report and highlight the work of the Council to the public.
- 4.6. The 2019-20 Local Government Benchmarking Framework (LGBF) indicator results are not due to be published by the Improvement Service until January 2021, at the earliest. As these are included in the public performance reports, the completion date for this part of our public performance reporting will be the statutory deadline of 31 March 2021, allowing us time to analyse the results.
- 5. Public Performance Reporting Assessment**
 - 5.1. The Accounts Commission (the Commission) has a statutory responsibility to define the performance information that councils must publish for performance comparisons and benchmarking purposes. This is closely linked with the Commission's Best Value audit responsibilities.
 - 5.2. Since 2008, the Commission has taken steps to develop a more flexible approach to its statutory responsibility to define the performance information that councils must publish.

- 5.3. The 2015 Direction sets out a streamlined and more flexible set of performance information for the 2016-17 financial year and each year through to the financial year ending March 2019. The Accounts Commission refreshed and published a new direction in December 2018 for financial years 2019-20 onwards and implications were taken into account in the Council's PPR material.
- 5.4. As noted at 3.2 above, the APSs and the council's approach to Public Performance Reporting generally continues to evolve in response to user feedback and changing legislative requirements. It is intended that the format of the APSs will continue to be reviewed to ensure the documents keep pace with public expectations and also with Audit Scotland's requirements in respect of Public Performance Reporting, continuous improvement and Best Value. The APSs will continue to be complemented by a full suite of performance information on the Council's website.
- 6. Next Steps**
- 6.1. The Forum is asked to note the content of the APSs for 2019-20.
- 7. Employee Implications**
- 7.1. There are no employee implications relating to this report.
- 8. Financial Implications**
- 8.1. There are no financial implications relating to this report.
- 9. Climate Change, Sustainability and Environmental Implications**
- 9.1. There are no climate change, sustainability and environmental implications relating to this report.
- 10. Other Implications**
- 10.1. The work undertaken in the preparation of the APSs assists in providing assurance that the Council is responding to its Best Value obligations in terms of continuous improvement and public performance reporting.
- 11. Equality Impact Assessment and Consultation Arrangements**
- 11.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy, and therefore no impact assessment is required.
- 11.2. Consultation took place with Resources on the plans to update our PPR material as well as the content of the APSs.

Paul Manning
Executive Director (Finance and Corporate Resources)

15 August 2020

Link to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Performance and Review Scrutiny Forum - 4 September 2018 - Review of the Annual Performance Report
- ◆ Performance and Review Scrutiny Forum - 17 September 2019 - Annual Performance Spotlights 2018-19

List of Background Papers

- ◆ None

Contact for Further Information

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

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E-mail: tom.little@southlanarkshire.gov.uk



Connect Objective:

Improve later life

Assistance equipment supplied

(items such as: grab and bed rails, bath lifts, shower stools)

2018-19

14,199

2019-20

13,324



Demand led – all requests completed

Housing suitable for older people

Total number of amenity houses in our stock

2018-19

654



2019-20

776



Performance improving ✓

Care Inspectorate

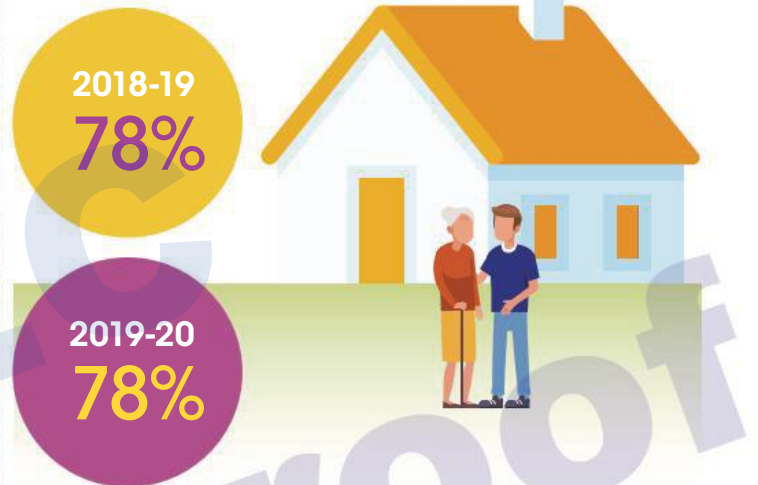
inspections of registered care homes evaluated as 'good/very good'

2018-19

78%

2019-20

78%



Performance maintained ↔

Disability equipment recycled (Equipu)

2018-19

2,530 items

saving

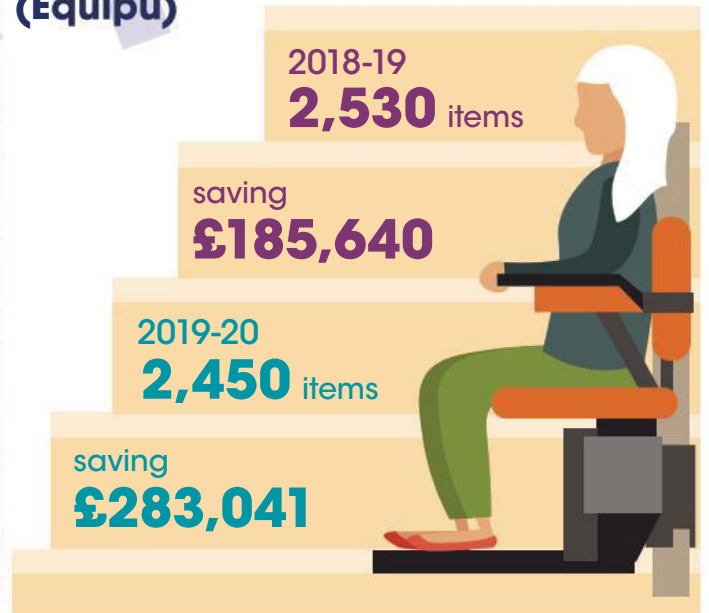
£185,640

2019-20

2,450 items

saving

£283,041



Performance improving ✓

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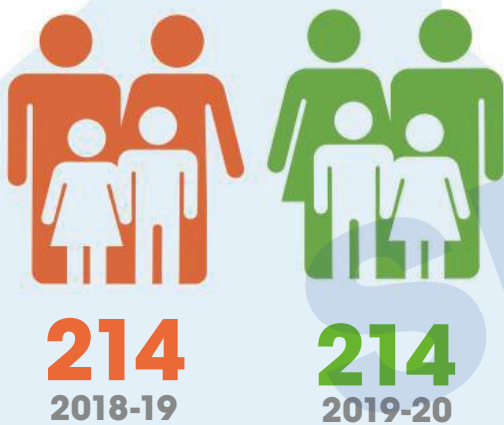


Connect Objective:

Protect vulnerable children, young people and adults

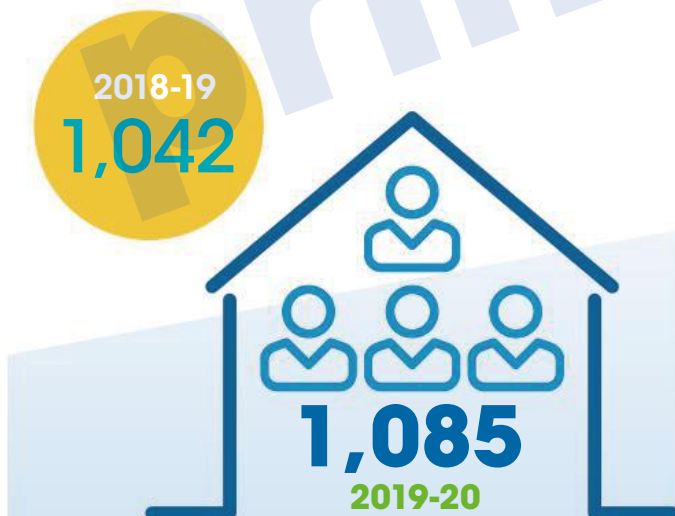
Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Children supported in foster care



Performance maintained ↔

People with learning difficulties supported to live in their own communities

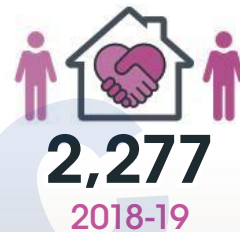


Performance improving ✓

Local authority and private Welfare guardianship visits:

Target 90%

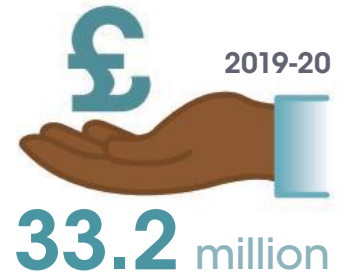
Number of visits % Completed on time



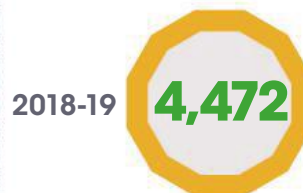
Target met ✗ Performance improving ✗

Money Matters Advice Service

Total benefits claimed for South Lanarkshire residents



Active client cases



Performance improving ✓

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Connect Objective:

Deliver better health and social care outcomes for all

Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Supporting people to live independently

2018-19

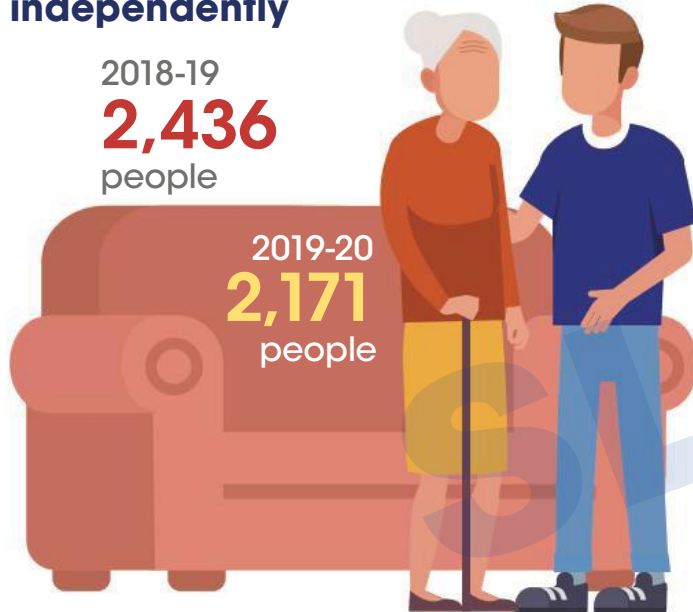
2,436

people

2019-20

2,171

people



Performance improving **✗**

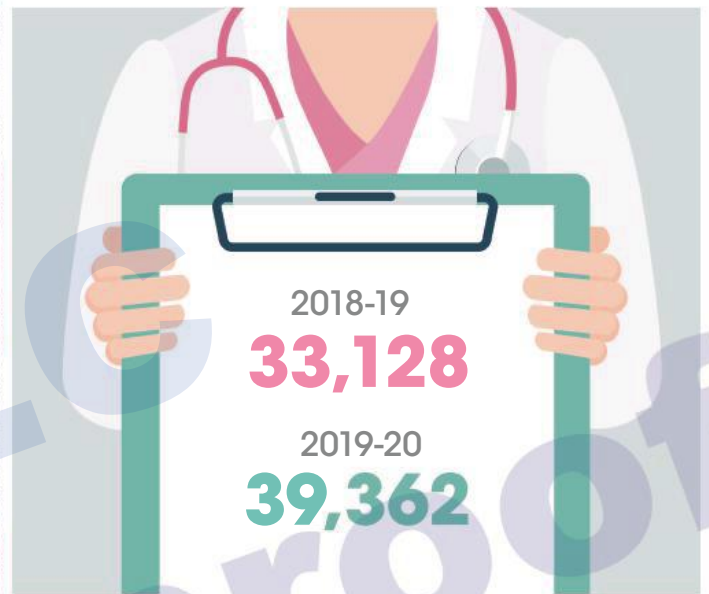
Delayed discharge (days)

2018-19

33,128

2019-20

39,362



Performance improving **✗**

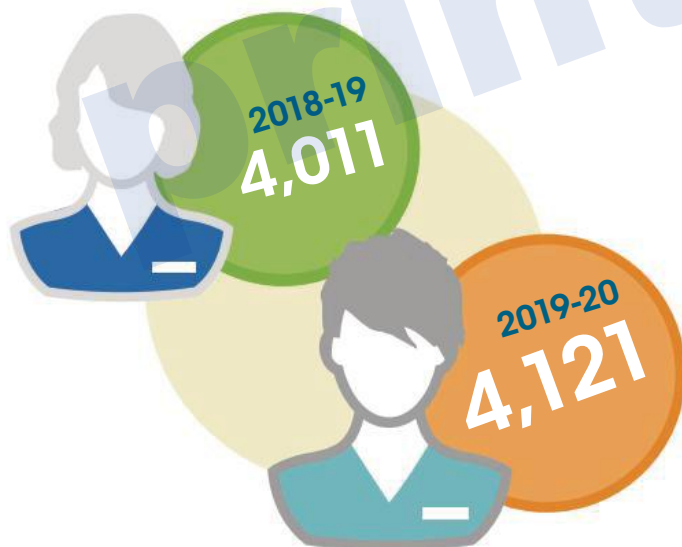
Supporting carers

2018-19

4,011

2019-20

4,121



Performance improving **✓**

Short breaks and respite for children

2018-19

150



2019-20

161



Performance improving **✓**

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4

Connect Objective:

Improve the availability, quality and access to housing

Additional affordable homes delivered

Target - As per the Strategic Housing Investment Plan

2018-19

132



2019-20

95



Target met ✓

Housing repairs completed first time



2018-19

99%

2019-20

99%

Target

90%

Target met ✓ Performance maintained ↔

Lets given to homeless households

Target 50%



49.2%



52.4%

Target met ✓ Performance improving ✓

Tenancies sustained for more than a year

Target 90%

2018-19

89.4%



2019-20

90.8%

Target met ✓ Performance improving ✓

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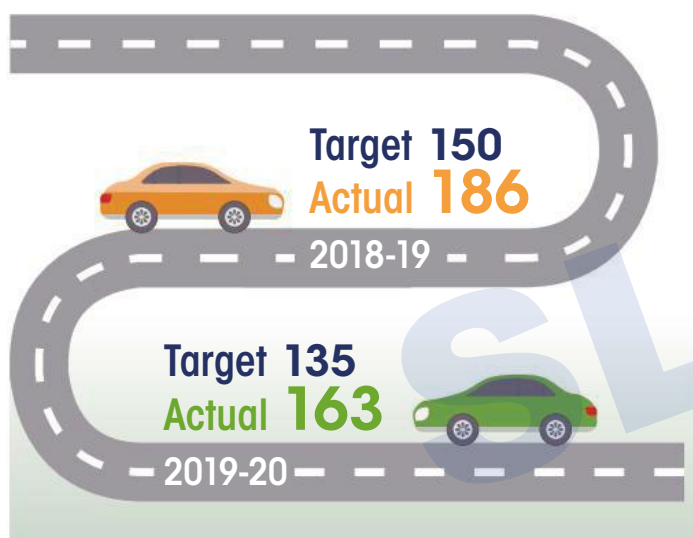
Connect Objective:

Improve the road network, influence improvements in public transport and encourage active travel

Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Roads Investment Programme

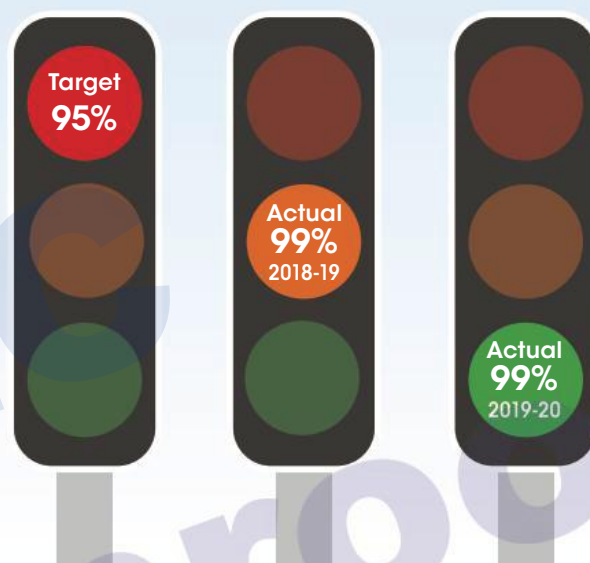
Carriageway improvement projects undertaken



Target met ✓ Performance maintained ↔

Traffic signal repairs

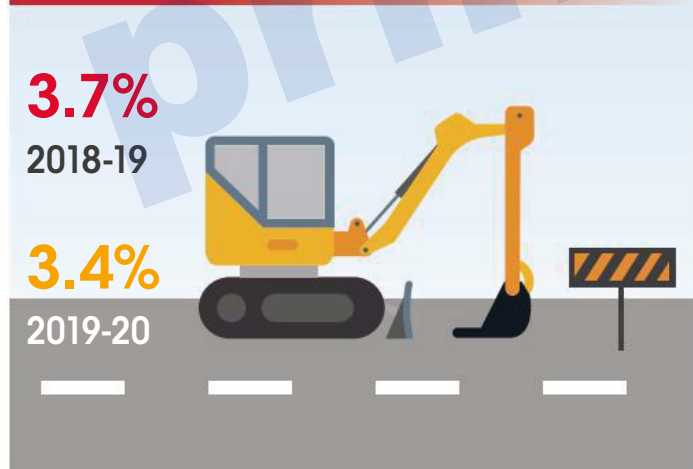
Completed within 48 hours



Target met ✓ Performance maintained ↔

Percentage of the road network resurfaced

Target 3.5%



Target met ✗ Performance improving ✗

Number of footway improvement projects

2018-19 Target 25

Actual

25

2019-20 Target 12

Actual

14

Target met ✓



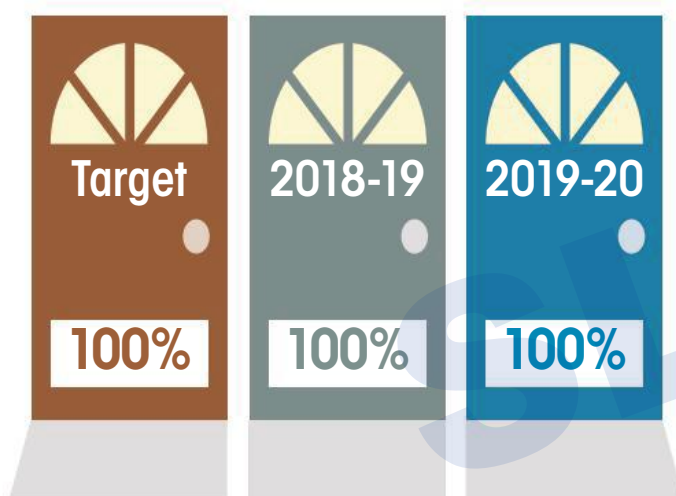
Connect Objective:

Work with communities and partners to promote high quality, thriving and sustainable communities

Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Doorstep crime

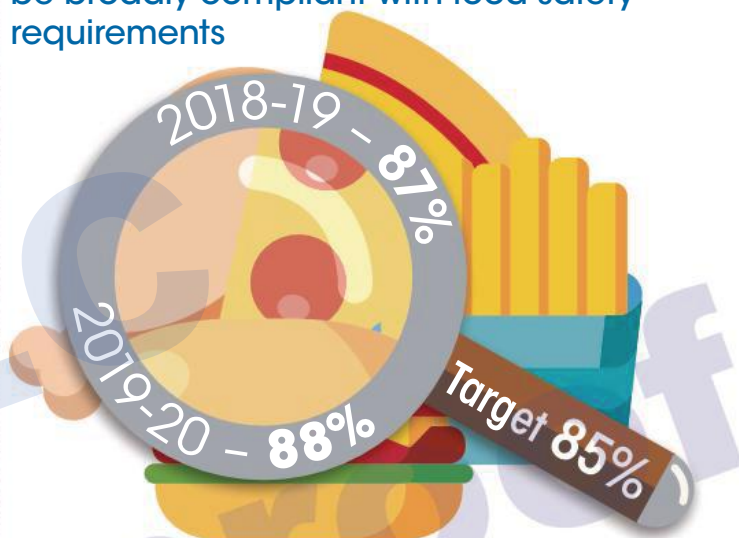
Reports responded to on the same or next working day



Target met ✓ Performance maintained ↔

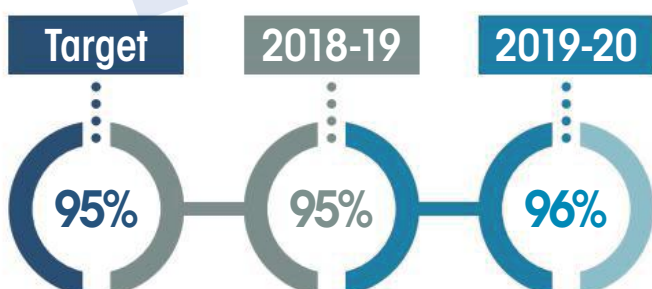
Food safety

Food businesses inspected and found to be broadly compliant with food safety requirements



Target met ✓ Performance improving ✓

Street cleanliness standard:

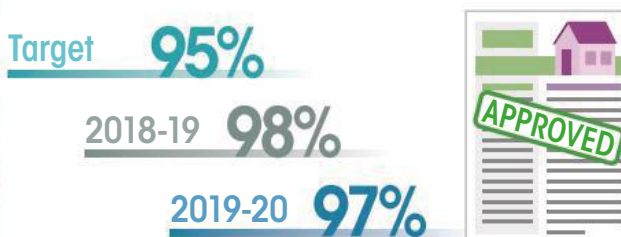


Target met ✓ Performance improving ✓

Planning and building warrant Applications processed



Planning applications granted approval



Target met ✓ Performance improving ✗

www.southlanarkshire.gov.uk/connect

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

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Connect Objective:

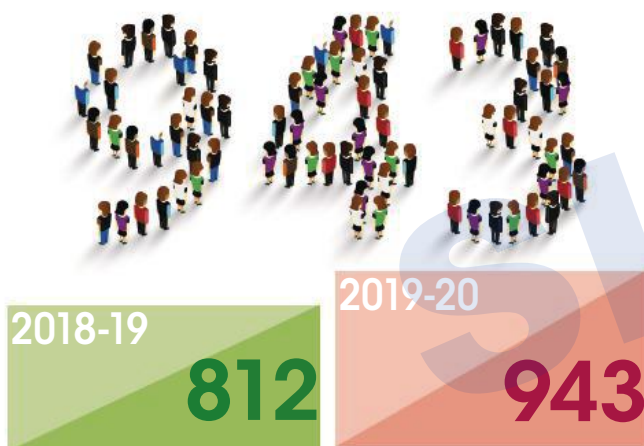
Support the local economy by providing the right conditions for inclusive growth

Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Business support

Jobs created/sustained as a result of our support

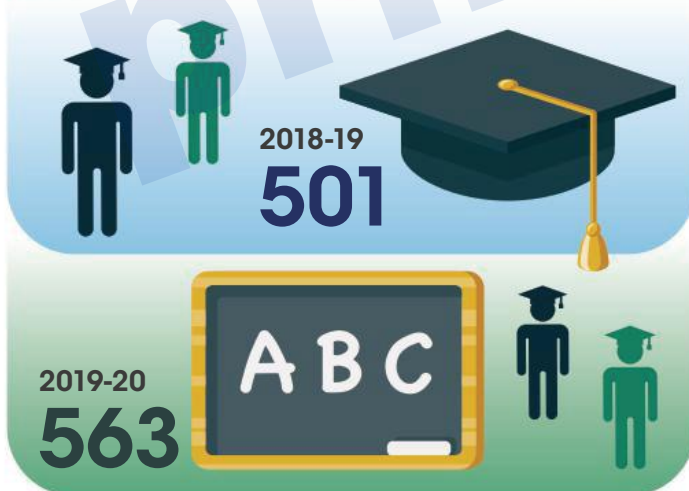
Target – 500



Target met ✓ Performance improving ✓

Unemployed people supported to access further education/training

Target – 200



Target met ✓ Performance improving ✓

Increase in sales

generated by businesses as a result of council intervention

Target – £10 million

2018-19	2019-20
£13.1m	£11.9m



Target met ✓ Performance improving ✗

Voluntary organisations

supported through Community Asset Transfer process

2019-20

Target

20

Actual

27



Target met ✓

www.southlanarkshire.gov.uk/connect

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Connect Objective:

Support our communities by tackling disadvantage and deprivation and supporting aspiration

Proportion of people earning less than the living wage



Performance improving ✓

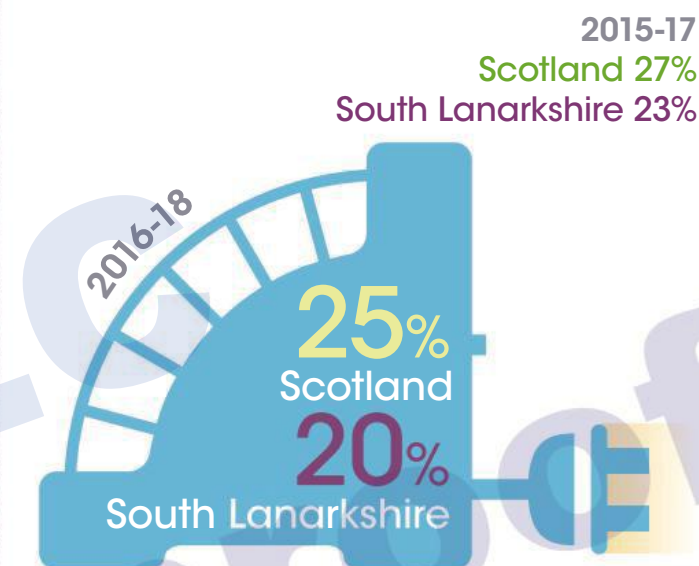
Percentage of households with home access to the internet



Performance improving ✓

Fuel poverty

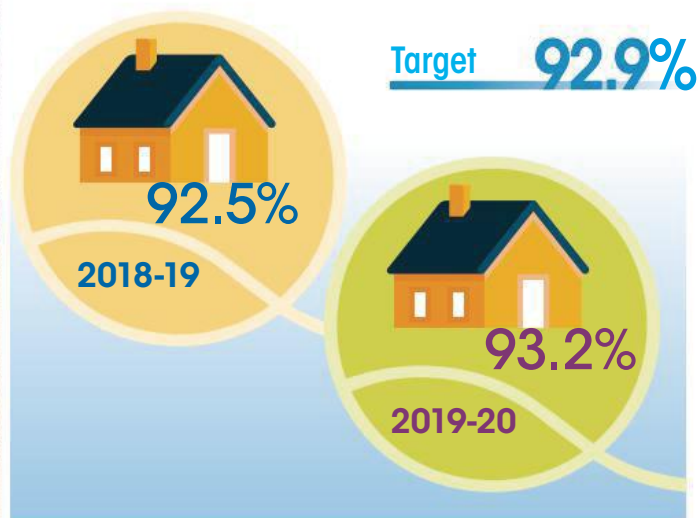
% of households in fuel poverty



Performance improving ✓

Scottish Housing Quality Standard

% of council dwellings meeting the Scottish Housing Quality Standard



Target met ✓ Performance improving ✓

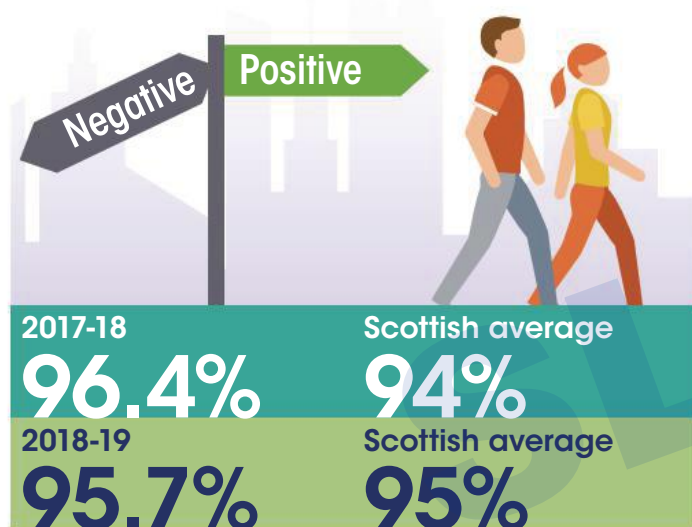
www.southlanarkshire.gov.uk/connect



Connect Objective:

Improve achievement, raise educational attainment and support lifelong learning

School leavers entering positive destinations



Performance better than the Scottish average ✓

Performance improving ✗

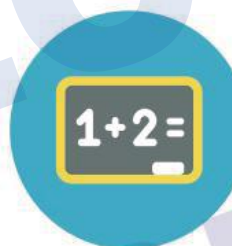
Curriculum for Excellence

percentage of secondary school pupils achieving Level 3 or better



Literacy

Target	90.1%
2018-19	93.2%
2019-20	93.2%



Numeracy

Target	89.0%
2018-19	91.2%
2019-20	93.0%

Target met ✓ Performance improving ✓



The Duke of Edinburgh's Awards Scheme



SQA Steps to Work
Working with others
employability units



Youth Chinese Test Awards



John Muir Award



ASDAN Youth Achievement Award
ASDAN PSD Award

HSK level 1 Awards



Youth Scotland Hi5 Award



Junior Award Scheme for Schools (JASS) Award

Level 1 Customer Services Award

Attainment

Over the last 5 years attainment has increased for our young people leaving school.

2014-15 **86.4%** 2019-20 **87.1%**

learners achieved 5 or more National 4 level qualifications



2014-15 **60.5%** 2019-20 **63.8%**

learners achieved 5 or more National 5 level qualifications



2014-15 **33.2%** 2019-20 **36.7%**

learners achieved 5 or more Higher level qualifications



Performance improving ✓

www.southlanarkshire.gov.uk/connect

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Connect Objective:

Ensure schools and other places of learning are inspirational

Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Schools modernisation

2018-19 **123** new primary schools covering **99%** of primary aged children

2019-20 **128** new primary and additional support needs primary schools covering

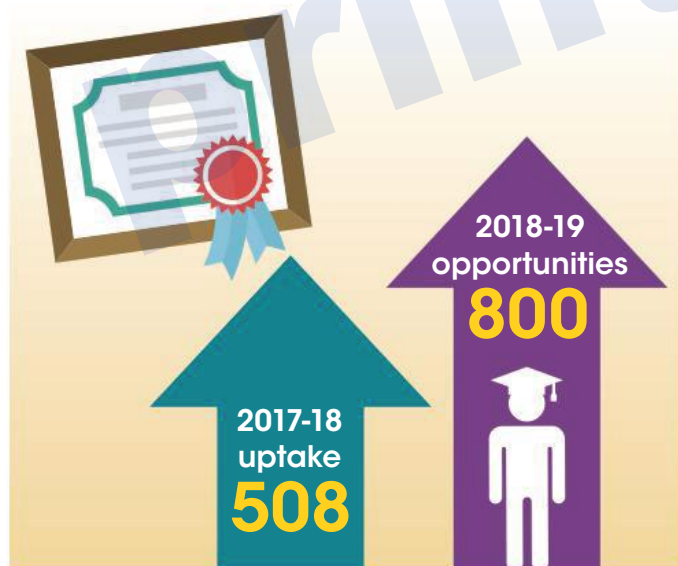


100% of primary aged children

Target met ✓

GradU8

vocational learning experience



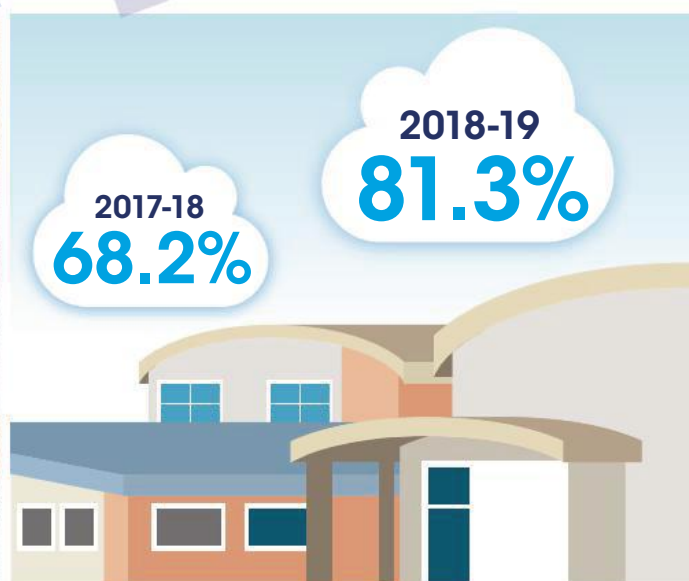
Performance improving ✓

Youth Family and Community Learning celebrations

2018-19 **14** events involving **1,095** learners

2019-20 **19** events involving **597** learners

Primary school external inspections evaluated as 'good or better'



Performance improving ✓

www.southlanarkshire.gov.uk/connect

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Connect Objective:

Encourage participation in physical and cultural activities

Note: 2019-20 attendance rates were impacted as a result of the closure of all SLIC facilities on 18 March 2020 due to Covid-19

Attendances at swimming pools and indoor sports and leisure facilities

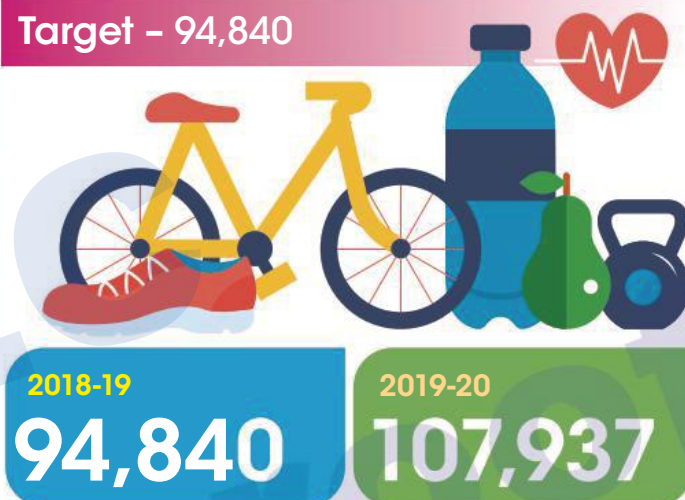
Target – 3 million



Target met ✗ Performance improving ✗

Attendances by residents assessing SLIC health specific intervention programmes

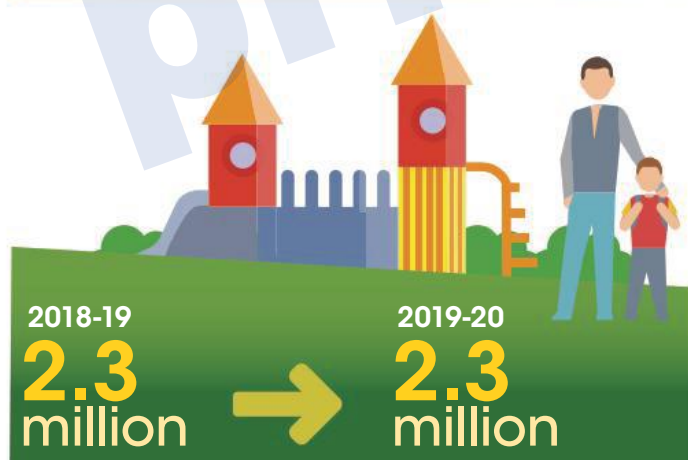
Target – 94,840



Target met ✓ Performance improving ✓

Attendances at outdoor recreation and country parks

Target – 2.3 million



Target met ✓ Performance maintained ↔

Attendances at cultural services and facilities, libraries and museums

Target – 3.4 million



Target met ✓ Performance improving ✓

www.southlanarkshire.gov.uk/connect

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Theme:

Delivering the Plan and Achieving Best Value

Note: some 2019-20 results were impacted as a result of the Covid-19 crisis

Council Tax income recovered

Target – 96%

Target – 95.8%

2018-19
96%

2019-20
95.4%

Target met **✗** Performance improving **✗**

Modern apprentices achieving certification

Target – more than 90%

2018-19

100%

2019-20

92%

Target met **✓** Performance improving **✗**

Citizenship applications processed

Target – 99% applications acknowledged within 2 days

2018-19

99%

2019-20

100%

Target met **✓** Performance improving **✓**

Freedom of information requests

Target – 96% processed within 20 working days

2018-19

94%

2019-20

93%

Target met **✗** Performance improving **✗**

www.southlanarkshire.gov.uk/connect

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Produced for Finance and Corporate Resources by Communications and Strategy.060248/Aug20

Report

Report to: **Performance and Review Scrutiny Forum**
 Date of Meeting: **29 September 2020**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Resource Plans and Connect Reporting 2020-21**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Forum with an opportunity to review the new format for Resource Plans and provide an overview of proposed reporting against the Council Plan for 2020-21

2. Recommendation(s)

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

- (1) that the new format for Resource Plans be noted;
- (2) that the key issues and areas of interest identified within the latest Resource Plans, detailed at Table 1, be noted; and
- (3) that the number and spread of measures to be reported against Resource Plans and the Council Plan Connect in 2020-21, shown at table 2, be noted.

3. Background

- 3.1. Resources have produced annual Resource Plans using a corporate template and following corporate guidance for many years. As a key element of the Council's planning and performance framework, the Resource Plans have a significant role to play in determining what gets reported throughout the year, both against the Resource Plans themselves and against the Council Plan, Connect.
- 3.2. In recent years there have been efforts to improve the quality of performance measures in Resource Plans as well as reduce the overall number of measures – enabling clearer reporting and reducing the burden of reporting across the Council.
- 3.3. In a continuation of this work and recognising that Resource Plans themselves have become increasingly lengthy and complex, the corporate template and guidance has been reviewed and simplified.
- 3.4. As a result, the 2020-21 Resource Plans have been reviewed and developed according to a new shorter format and revised Resource Planning Guidance. The new format takes cognisance of the influence of the COVID Recovery Plans prepared by each Resource and acknowledges how significant these will be in the work of the Council during 2020/21.

- 3.5. One of the benefits of simplifying the Resource Planning process is a sharper focus on key areas of interest and associated performance and improvement actions. This report presents the new format for Resource Plans and gives an overview of the key issues and areas of interest identified within the new Plans for 2020-21.

4. Resource Planning Process 2020-21

- 4.1. New guidance and a Resource Plan template for the 2020-21 Plans were issued in June 2020. The new guidance was designed to retain many of the key features of the South Lanarkshire approach while eliminating duplication and stripping out clutter. The aim was to keep Resource Plans short, sharp and focused on priority outcomes and actions.
- 4.2. To develop Resource Plans which achieved the right focus on the key areas of activity, Resources were requested to undertake a horizon-scanning and situational-awareness exercise covering the following topics:-

Social Change, Legislation and Policies

- ◆ PESTLE analysis (Political, Economic, Social, Technological, Legal and Environmental factors)
- ◆ Legislative proposals
- ◆ Key policies that influence the work of the Resource/Services

Areas for Improvement

- ◆ Benchmarking and previous performance
- ◆ Customer views
- ◆ Self evaluation
- ◆ Best Value
- ◆ External Regulations and Inspection

Other potential triggers for action

- ◆ Partnership Working
- ◆ Top Risks

- 4.3. From this exercise, a maximum of ten areas were selected for inclusion and development in the Resource Plans. These are shown in table 1 below.

Table 1: Key areas of focus in Resource Plans 2020-21

Community and Enterprise Resources
<ul style="list-style-type: none">• Covid-19 Recovery Plan• Economic Restart and Recovery Strategy• Sustainable Development and Climate Change• Fair, healthy and sustainable food system• Zero Waste Plan and circular economy• Glasgow City Region City Deal• The future delivery of culture and leisure provision• Legislative and policy changes – building standards, planning, and transport

Education Resources
<ul style="list-style-type: none"> • Re-opening of schools/establishments • Wellbeing • Health and Wellbeing • Curriculum • Attachment • Counselling through schools • Early learning and childcare • Equity • Curriculum and Attainment • Digital learning
Finance and Corporate Resources
<ul style="list-style-type: none"> • Support for the Corporate Covid-19 Recovery • Deliver effective Employability Services to support Economic Recovery • Financial Strategy • Develop a programme of Service Reviews supporting Service Recovery • Deepening Community Engagement • Brexit • IT strategic developments • Embed Equalities and Workforce Planning in Recovery Process • Renewing corporate planning
Housing and Technical Resources
<ul style="list-style-type: none"> • Service Response to Covid-19 • Service Resumption and Reinvention • Service Response to Brexit • Financial Considerations • Prevention and Alleviating Homelessness • Continuing to improve the supply and availability of housing • Health and Social Care • Development of Integrated Housing and Property Management System • Health and Safety • Asset Management
Social Work Resources
<ul style="list-style-type: none"> • Protection and care of vulnerable children, young people and adults • Responding to COVID-19 and recovery planning • Delivering the strategic commissioning plan intentions of the Health and Social Care Partnership • Delivering the transformation agenda • Delivering our improvement agenda • Delivering our workforce plan

5. Resource Plans – Objectives, Measures and the Link to Connect

- 5.1. Resources have used the four Connect priorities to generate their own Resource objectives, actions and measures. Recognising that the Council continually aims to improve and ensure effective and efficient use of resources, additional actions and measures have been developed under the heading Delivering the Plan and achieving Best Value.
- 5.2. In 2020-21 there are 51 Resource objectives, which is a reduction of 34 (40%) from the previous year.

- 5.3. For 2020-21, a total of 230 measures have been identified within the Resource Plans. This compares with 604 measures for 2019-20, a decrease of 374 (62%). Of those, 89 (39%) have been identified for reporting progress of Connect. This compares with 160 (26%) measures reported against Connect in 2019-20, a decrease of 71 (44%).
- 5.4. **Table 2** below shows the number of measures within each Resource Plan and the proposed number of measures to be reported against Connect in 2020-21. Resource Plan measures are checked against the 'Next Steps' in the Council Plan to assess coverage, to ensure that progress reporting is consistent, comprehensive and relevant to the vision and ambitions as set out in the Council Plan.
- 5.5. The figures shown below are based on the Resource Plans as at August 2020 and final numbers may vary slightly on conclusion of internal cross-checking exercises to enhance consistency and reduce duplication.

Table 2: Reduction in number of measures to be reported against Resource Plans and Connect 2019-20 to 2020-21

	Number of measures	
	2019-20	2020-21
Community and Enterprise	129	45
Education	165	24
Finance and Corporate	139	48
Housing and Technical	98	76
Social Work	73	37
TOTAL (Resource Plans)	604	230
Council Plan, Connect	160	89

6. Next Steps

- 6.1. The changes to Resource Planning and reporting contained within the guidance for 2020-21 will be further developed for the 2021-22 Resource Plans, which will be developed to a timetable which will see them approved within the budget-setting cycle for 2021-22 (i.e. February 2021).
- 6.2. The views of the Forum are invited to help shape the format and content of the Resource Plans in the 2021-22 cycle.

7. Employee Implications

- 7.1. There are no direct employee implications.

8. Financial Implications

- 8.1. There are no direct financial implications.

9. Climate Change, Sustainability and Environmental Implications

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

10. Other Implications

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

11. Equality Impact Assessment and Consultation Arrangements

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

11.2. Consultation was undertaken with officers of each Resource.

Paul Manning

Executive Director (Finance and Corporate Resources)

25 June 2020

Link(s) to Council Values/Ambitions/Objectives

- Promote Performance Management and Improvement

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

Report

7

Report to:	Performance and Review Scrutiny Forum
Date of Meeting:	29 September 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	North Ayrshire Council and Moray Council Best Value Assurance Reports (BVAR) Published by the Accounts Commission
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1. Purpose of Report

1.1. The purpose of the report is to:-

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

2. Recommendation(s)

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

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

3. Background

- 3.1. South Lanarkshire Council was audited by Audit Scotland in October and November 2018, with the final report being published by the Accounts Commission on 28 March 2019.
- 3.2. South Lanarkshire Council considered the BVAR at its meeting on 26 June 2019. An action plan was presented to Council for approval, addressing each of the BVAR recommendations.
- 3.3. On 19 September 2019, the Forum agreed to consider summaries of BVAR reports as they are published by the Accounts Commission, in order to place the South Lanarkshire audit in context and keep members informed about noteworthy Best Value developments elsewhere.
- 3.4. This report summarises the key themes and recommendations from BVARs published since the last meeting of the Performance and Review Scrutiny Forum, namely:-
 - ♦ North Ayrshire Council (published 20 June 2020)
 - ♦ Moray Council (published 27 August 2020)

4. Summary of Key Messages and Recommendations

4.1. The key messages for North Ayrshire Council are:-

- ◆ The Council has a strong culture of continuous improvement. It has significantly improved and continued to make progress since the last Best Value report in 2011. Council priorities, plans, actions, and outcomes are clearly linked. Staff play an active role in identifying and driving improvement. The Council is delivering improvements for communities and residents
- ◆ There is a strong culture of collaborative working at North Ayrshire Council. Elected members and officers work well together, and the Council works effectively with a wide range of partners including the Community Planning Partnership (CPP), the Integration Joint Board (IJB) and private business. There is joint ownership of, and commitment to, delivering agreed strategic priorities. The Council Plan, the Local Outcome Improvement Plan and local community plans are all clearly aligned and focused on addressing North Ayrshire's key challenges
- ◆ Despite significant economic and demographic challenges, the Council is performing well and is a frequent award winner and early adopter for national pilots. Council performance over the last five years has been improving, although it has levelled off in the last year. Priority areas are generally performing well, with the exception of education. Performance management arrangements are clearly focused on priority areas and data is used to drive improvements
- ◆ The Council's arrangements for financial planning and management are good, overall, and it has significantly improved its asset management and procurement arrangements since the last Best Value report. While the Council has made clear progress with its transformation agenda, including setting aside money to fund savings projects, it still faces a significant shortfall and savings plans fall short of the estimated funding gap
- ◆ The Council is committed to community empowerment and is recognised by the Scottish Government and COSLA as a sector leader. The Council's approach is focused on embedding community empowerment in everyday business. The Council works well with a wide number of communities and groups including young people and tenants. The Council is committed to community empowerment and is recognised by the Scottish Government and COSLA as a sector leader. The Council's approach is focused on embedding community empowerment in everyday business. The Council works well with a wide number of communities and groups including young people and tenants

4.2. The recommendations are that the Council:-

- ◆ should fully develop and deliver detailed transformation plans to meet the current estimated funding shortfall. To achieve this, it should ensure sufficient arrangements are in place to support, monitor and deliver the expected outcomes. This includes:-
 - ◆ developing the transformation themes into projects and further developing the governance arrangements to ensure the Council has the skills needed to implement the next stage of transformation
 - ◆ developing a robust benefits realisation tracker to assess whether the Council has achieved its aims
- ◆ must evolve workforce planning across all services, and clearly align service workforce plans to the transformation projects, in order to:-
 - ◆ identify the numbers, cost and skills of the current and desired workforce
 - ◆ effectively facilitate the transition from the current workforce composition to the desired workforce
- ◆ should work with locality partnerships to make clear what the intended impacts are of locality plans and make them publicly available
- ◆ should review its Public Reporting online portal, North Ayrshire Performs, to make it more user friendly and accessible

4.3. The key messages for Moray Council are:-

- ◆ The Council has received six Best Value reports since 2006, consistently highlighting Best Value issues and slow progress in addressing these. This has continued, since 2015, with political instability and lack of focus resulting in a slow pace of change. Recent progress is now being made toward some significant strategic decisions
- ◆ Recent progress includes a corporate management team restructure, committee structure review, new performance management framework and a review of the learning estate strategy. Most of these are still at an early stage. Progress against the Council's transformational plan has so far been limited
- ◆ The Council's financial position is extremely challenging, and it continues to rely on lots of small savings and using reserves to balance its budget. This is unsustainable over the medium term and the Council is at risk of depleting its general fund reserves in four years
- ◆ Performance relative to other councils has deteriorated over the past five years, particularly in educational attainment. Overall, Moray is one of the lowest performing Scottish local authorities, a significant decline since 2014/2015, when Moray was placed 12th. The Council has put in place additional measures to give young people more opportunities to improve attainment
- ◆ Council properties are in poor condition predominantly because the condition of Moray's learning estate is the worst in Scotland. The Council has previously found it difficult to make decisions regarding key assets, but it is now starting to work together to agree and implement strategies
- ◆ Workforce morale is good and staff commitment to change is positive, but staff survey responses have identified workload issues. The capacity of staff to deliver change has been identified as a limiting factor in several areas in this report. This represents a significant risk in delivering Best Value going forward
- ◆ The strategic focus of the Community Planning Partnership (CPP) on outcome and performance has also been slow to improve, though the CPP demonstrated good partnership working in addressing issues in children's services
- ◆ The Council demonstrates some good progress in implementing community empowerment and has developed a corporate engagement strategy to involve communities in the future of council services

4.4. The recommendations are that:-

- ◆ The Council needs to make some difficult strategic decisions on areas such as asset management, leisure services, flexible working, income generation and service transformation in education and social work
- ◆ The Council needs to complete its performance management suite of documents. This should include key indicators to support priorities and address the level of reporting at an overall council level versus service level. Improvements to reporting should include a review of targets and better summary of key areas of good and poor performance and any specific actions to be taken
- ◆ The medium and longer-term financial position needs to be addressed and the continued reduction in the Council's reserve position halted before the position becomes acute
- ◆ The elected member development strategy should be implemented through programmed activity and personal development plans
- ◆ To help streamline processes, the Council needs to continue to progress its governance review, including reviews of committee structures, schemes of delegation and reporting to committees
- ◆ Considerable development work and additional measures are required to improve educational attainment, alongside making significant changes to the school estate

- ◆ The Council should investigate and better understand the reasons for poorer satisfaction levels in housing, learning from councils with higher satisfaction results
- ◆ The Council needs to continue working with CPP partners to determine clear outcome milestones and performance reporting

5. Next Steps and Recommendations

- 5.1. All BVAR reports and recommendations are available on the Audit Scotland website.
- 5.2. Further reports will be brought to the Forum as these BVARs are published, to keep Members informed on Best Value themes, topics and developments elsewhere in Scotland.

6. Employee Implications

- 6.1. There are no employee implications.

7. Financial Implications

- 7.1. There are no financial implications.

8. Climate Change, Sustainability and Environmental Implications

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

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

8 September 2020

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ North Ayrshire Council BVAR published by the Accounts Commission on 20 June 2020
- ◆ Moray Council BVAR published by the Accounts Commission on 27 August 2020

Contact for Further Information

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

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Email: neil.reid@southlanarkshire.gov.uk