

**2022/2023 Annual Governance Statement
Significant Governance Areas Q2 Update**

Appendix 3

No.	Areas identified in 2022/2023	Actions	Lead Officer	Quarter 2 Progress
1	Cyber Resilience Compliance with legislative and regulatory policy	A programme of actions to maintain cyber security and resilience in 2023/2024 will include: <ul style="list-style-type: none"> • Refresh/retiral of legacy systems, network equipment and end user devices (mobile phones, PCs) • Programme of security patching of all systems • Compliance with PSN and Cyber Essentials schemes • Incident response • Officer training and awareness (e.g., phishing) • Data security reviews as part of new system installation • Security monitoring 	Executive Director (Finance and Corporate Resources)	Programme of activities continues including: Daily messaging focused on Scottish Cyber Week published on Intranet. Annual PSN IT Health Check completed successfully, and results submitted for assessment. Developing relationship with Scottish Local Government Digital Office Chief Information Security Officer. Engagement with key technology procurements to ensure appropriate Information Security standards applied. Enhanced programme of security patching to provide greater depth by covering additional applications.
2	Financial Challenges Exceptional increase in costs, reduction in council funding, resulting	The Council faces a challenging situation in the medium to long-term because of reduced funding in real terms, rising costs and an increase in demand. In addition there are exceptional increases	Executive Director (Finance and	The Budget Strategy was updated and presented to the Executive Committee in June 2023 and a Budget Sounding Board and latterly a Budget Working Group with cross party membership was formed to allow

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	in difficulties maintaining front line services	<p>in costs being experienced resulting in significant budget gaps that will require to be managed.</p> <p>The Council has developed a long-term strategy which identifies budget pressures, future risks and uncertainties, and projects budget gaps to 2028/2029.</p> <p>The Budget Strategy for 2023/2024 will be updated and presented to councillors during 2023/2024.</p>	Corporate Resources)	advance preparations for the Council Budget Setting in 2024/2025. Regular updates were provided to Members throughout 2023 and early 2024 and budgets approved on 21 February for 2024/2025 for Council General Fund, HRA revenue, and for the coming years capital programmes.
3	<p>Integrated Joint Board – Health and Social Care</p> <p>The need for the Council to deliver the objectives set out in the Integrated Joint Board (IJB) Strategic Commissioning Plan 2022-2025</p>	<p>The current strategic direction set out and approved by the IJB is detailed within the Strategic Commissioning Plan. The council and NHS Board are required to deploy their resources in line with this strategic direction.</p> <p>The IJB issues Directions that set out the key actions to be delivered by the council during the year 2023/2024 and these Directions were agreed by the IJB at a special budget meeting in March 2023. The council will provide progress updates against Directions for which it is the lead organisation.</p>	Director, Health and Social Care, South Lanarkshire Health, and Social Care Partnership	<p>Alongside partners in the HSCP, HTR will continue to lead on the implementation of the 2 Directions developed as part of the Strategic Commissioning Plan 2022-2025:</p> <ul style="list-style-type: none"> • Direct NHS Lanarkshire to deliver routine enquiry across all services, including visiting outreach, GP services and A&E to identify housing issues and requirements • Direct NHS Lanarkshire and South Lanarkshire Council to prioritise access to general medical and universal health screening services for homeless people, including those currently engaged with the Housing First model.

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				<p>The Strategic Commissioning Plan 2022 – 2025 was approved by the IJB on 29 March 2022. The IJB reviewed its directions which were issued in March 2023 to NHS Lanarkshire and South Lanarkshire Council on 28 March 2023, which were approved. The IJB continues to review and monitor the progress against directions.</p> <p>The Social Work Resource Plan also reflects the statutory relationship between the IJB and the Council with respect to adult and older people's social care. Those elements of the Resource Plan are a response to the directions within the IJB's Strategic Commissioning Plan and a recognition that the IJB has operational oversight for those areas of delivery.</p>
4	<p>Review of Community Planning</p> <p>Provide support to the review of Community Planning arrangements</p>	<p>Complete the of Community Planning which focussed on several key areas including structures, governance and accountability arrangements. The Council will provide resources to support the</p>	<p>Executive Director (Finance and</p>	<p>Following a full review of Community Planning structures and plans, on 22 March 2023 the Community Planning Partnership Board approved a new Thematic Board structure. On 6 September 2023, the board approved its revised Governance</p>

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		completion of the Review and work with partners to progress changes	Corporate Resources)	Framework. The final part of the review is to develop a proposal for partnership working at a locality level. Work continues with the Outcomes Leads Group to deliver on this.
5	Community Wealth Building Deliver the Community Wealth Building (CWB) Strategy	<p>The Community Wealth Building Strategy which was approved in March 2021 will bring fundamental changes to how the Council delivers its services and works with its partners and communities. In August 2021 the Community Wealth Building Commission approved an action plan containing a range of actions to progress the aspirations of the Strategy over a 3 to 5-year timeframe. A risk register has been developed and approved. Risk monitoring arrangements are in place</p> <p>An annual report highlighting progress over the first year of the Strategy was presented to the Commission on 28 June 2022 for approval.</p> <p>Year 2 Actions identified in the approved Action will be progressed in 2022/2023.</p>	Executive Director (Finance and Corporate Resources)	<p>The work building on the CWB Strategy continued throughout 2022 and 2023. The Q4 update on the 2022/2023 Action Plan was approved by the Commission on 6 June 2023. The Action Plan was then given a refresh, following an annual review led by FCR with input from other Resources, which was approved on 5 September 2023. The 72 actions will be progressed throughout the year and will be reported on at Q2 and Q4. In addition, the Commission agreed on 7 February 2022 that CWB annual reports should be produced to bring the work to a wider, public audience. The most recent of these was approved on 5 September 2023. Risk monitoring remains in place and the CWB risk register is presented annually.</p>

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6	Sustainable Development and Climate Change	<p>The Council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy, however for the transition to be truly just, it is essential at a national level that sufficient funding is provided to avoid an unacceptable burden being placed on tenants and residents. A review of the council's Sustainable Development and Climate Change Strategy (2017-2022) has commenced and is scheduled to conclude during 2022; and a new Strategy for 2022-2027 was developed and presented to Council in June 2022 for approval together with the Council Plan and Community Plan. An Action Plan is being developed covering the 5-year period of the Strategy. The Action Plan will be reviewed annually with progress updates being reported to the Climate Change and Sustainability Committee on a 6 monthly basis.</p>	Executive Director (Community and Enterprise Resources)	<p>The Sustainable Development and Climate Change action plan continues to be implemented. Progress against these actions is monitored using IMPROVe and reported to the Climate Change and Sustainability Committee at quarter two and quarter four. The quarter two progress report 2023/2024, for the period 1 April 2023 to 30 September 2023, was presented at the Climate Change and Sustainability Committee on 28 February 2024.</p> <p>Delivery of the Action Plan provides the main focus for SLC's sustainable development activity.</p> <p>Annual review to commence during 2024/2025. Contribute to annual review, including housing actions/measures.</p> <p>The 2025 and 2032 EESSH performance reporting Milestones have been suspended as the Scottish Government are reviewing the EESSH2 standards to strengthen and realign the standard with the target for net zero heat in houses from 2045.</p> <p>Scottish Government opened consultation on 28 November on their proposals for Social Housing Net Zero Standard (SHNZS) in Scotland. The</p>

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				<p>content was considered and responded to on 8 March. This will be brought to HTR Committee in April 2024.</p> <p>Key activities in the period:</p> <ul style="list-style-type: none"> • Preparation of Biodiversity Strategy • Preparation of Local Heat and Energy Efficiency Strategy • Preparation of review of community engagement activities
7	Economic Strategy	<p>The new draft Economic Strategy 2022-2027 has been developed and approved by Council on 15 June 2022 as part of a suite of documents accompanying the draft Council Plan and Community Plan. The vision within the Strategy is “to make South Lanarkshire a flourishing, green, dynamic and equitable place for communities, visitors, businesses and investors”. The Strategy is framed around the 3 themes of sustainable, inclusive, economic development- People, Place and Business.</p>	Executive Director (Community and Enterprise Resources)	<p>Ongoing activity to support the work of the Economic Strategy with next annual report being presented to committee in April 2024.</p> <p>Key areas of activity include:</p> <ul style="list-style-type: none"> • Preparation of town centre masterplans • Development of inward investment strategy • Review of Business Gateway; and • Review of Lanarkshire Economic Forum.

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		<p>Further online consultation on the Strategy took place during July and August. Progress on the delivery of the Action Plan will be measured 6-monthly with the results being reported annually to the relevant committees.</p> <p>The council will continue to lead on local economic recovery for South Lanarkshire businesses through promotion of local economic support networks and contribution to the pan-Lanarkshire Economic Forum.</p>		
8	Recruitment and Retention Challenges	<p>The labour market tightened and employees have more mobility through agile working which is not necessarily tied to a geographical location. In addition some older workers have reassessed priorities and taken up an option for partial or full retiral earlier than they would have done previously.</p> <p>As a result there are a number of skills in short supply nationally and this is putting pressure on local government services. Examples of this include HGV drivers, procurement and Social Care. The impact on Senior Manager</p>	Chief Executive and all Directors	<p>A Social Work workforce plan 2022–2025 and a Lanarkshire Health and Social Care Integrated Workforce plan 2022-2025 have been developed. They include actions in respect of updated recruitment practices, career pathways, progression, succession planning, and staff wellbeing supports. A Lanarkshire Care Academy has been established to create a pipeline into health and social care.</p> <p>The service is currently undertaking a review of its locality model with a view to mitigating some of the challenges and risks with regards recruitment and retention of staff.</p>

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		<p>recruitment and retention is also clear and turnover at this level is closely monitored</p> <p>South Lanarkshire Council has experienced these issues and is taking the following actions:-</p> <ul style="list-style-type: none"> • Workforce Plans were refreshed to reflect the changed environment by 30 June 2022. The updated plans were reported to the relevant Resource Committees in September and October 2022. • A grow your own approach is being used in key areas (recruited graduates in Procurement) • Increasing social media recruitment and use of job fairs • Employability routes are being defined for skills shortage areas (e.g. Social care) • Enhanced employee support arrangements are in place but also being reviewed for development 		<p>Links to higher education through research and development have been mutually beneficial for the Health and Social Care Partnership and further education sector. This will continue to be explored.</p> <p>The Health and Care (Staffing) (Scotland) Act 2019 will come into effect on 1 April 2024. The Act will place duties or obligations on organisations such as health boards, local authorities and integration authorities to provide assurance that services have appropriate levels of staffing and skill mix. Investment continues to be prioritised on key areas of statutory services while redesign options are considered to maximise the use of available resources.</p> <p>In the annual census Education Resources complied with and met the target for teacher numbers in September 2023. Noting this continues to be a top risk for Education Resources going forward</p>