

South Lanarkshire Council

Good Governance Action Plan



Progress Report

Quarter 4: 2016/17 - April to March



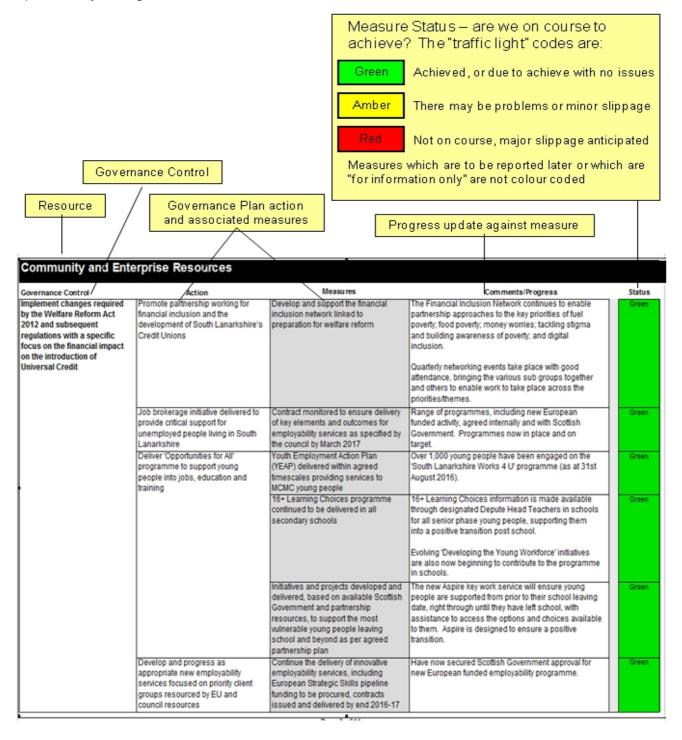
Summary - number of measures green, amber and red under each Resource

Resource	Green	Amber	Red	To be reported later	Total
Community and Enterprise Resources	10	1	0	0	11
Education Resources	6	0	0	0	6
Finance and Corporate Resources	19	0	0	0	19
Housing and Technical Resources	11	0	0	0	11
Social Work Resources	9	1	0	0	10
Total	55	2	0	0	57



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.



Governance Control	Action	Measures	Comments/Progress	Status
Implement changes required	Promote partnership working for	Develop and support the financial	Good progress through the Financial Inclusion Network	Green
by the Welfare Reform Act	financial inclusion and the	inclusion network linked to preparation	and associated sub groups to prepare for the full	
2012 and subsequent	development of South Lanarkshire's	for welfare reform	roll-out of Universal Credit in October 2017.	
regulations with a specific	Credit Unions		A Digital Inclusion Event is programmed for June	
focus on the financial impact			2017 to ensure we have adequate public online access	
on the introduction of			and that this is being promoted to the public.	
Universal Credit			Work is ongoing to ensure the public and staff are	
			aware of the Universal Credit full roll-out and the	
			implications of this for them.	
			There is ongoing work to tackle stigma with a staff	
			online training course near completion to support this	
			and to more generally raise awareness of poverty	
			across the council and partner staff.	
			There are a number of new external funding streams	
			targeted at the voluntary sector that could support	
			financial wellbeing, digital inclusion and community led	
			anti poverty services. Work is ongoing to raise	
			partners' awareness of these and to support them to	
			develop proposals.	
	Job brokerage initiative delivered to	Contract monitored to ensure delivery	Range of programmes, including new European funded	Green
	provide critical support for	of key elements and outcomes for	activity, implemented. At the end of February 2017,	
	unemployed people living in South	employability services as specified by	973 people have been engaged, with a 52% job	
	Lanarkshire	the council by March 2017	outcome (and 52% job sustainment) and 17% into	
			further training. This is a total of 70% with an overall	
			positive outcome. Aftercare and tracking is ongoing.	
	Deliver 'Opportunities for All'	Youth Employment Action Plan	Youth Employment Action Plan delivered within agreed	Green
	programme to support young people	(YEAP) delivered within agreed	timescales. 1,750 young people have been engaged in	
	into jobs, education and training	timescales providing services to	the last financial year on the Youth Employment	
		MCMC young people	Initiative (YEI) and related employability schemes.	
			An updated Youth Employment Action Plan will be put	
			in place for the 2017-18 financial year, detailing all	
			available post school provision.	

Governance Control	Action	Measures	Comments/Progress	Status
		16+ Learning Choices programme continued to be delivered in all secondary schools	16+ Learning Choices information is made available through designated Depute Head Teachers in schools for all senior phase young people, supporting them into a positive transition post school.	Green
			Each secondary school now has a plan for the delivery of their 'Developing the Young Workforce' activity. Schools continue to consider their senior phase cohort at risk matrix meetings three times a year, accessing in-school provision, Aspire, and the other available post school provision in the Youth Employment Action Plan.	
		Initiatives and projects developed and delivered, based on available Scottish Government and partnership resources, to support the most vulnerable young people leaving school and beyond as per agreed partnership plan	The new Aspire key work service ensures young people are supported from prior to their school leaving date, right through until they have left school, with assistance to access the options and choices available to them. Aspire is designed to ensure a positive transition. At March 2017, the Aspire programme was working with 170 young people post school, with 450 young people supported in the year to date. Progress of	Green
			school leavers in the June-December 2016 period saw 98% of young people initially in a positive destination, with 92% still in a positive outcome six months later.	
	Develop and progress as appropriate new employability services focused on priority client groups resourced by EU and council resources	Continue the delivery of innovative employability services, including European Strategic Skills pipeline funding to be procured, contracts issued and delivered by end 2016-17	The council's South Lanarkshire Works 4 U programme has achieved the following outcomes at the end of February 2017: - engagement on programmes: 3,691 (target met) - job outcomes: 1,774 (target met) - 784 achieved a qualification and 370 accessed further education or training.	Green
Implement all actions in Information Governance Action Plan 2016-17 and implement and monitor progress of the council's Record Management Plan	Promote high standards of Information Governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	A revised Information governance self assessment audit checklist has been completed for 2016 and a new Information Governance Action Plan 2017 has been prepared. The majority of the 2016 actions were completed, with any outstanding actions carried forward into the new action plan.	Green

Governance Control	Action	Measures	Comments/Progress	Status
Progress the design, procurement and successful delivery of the council's waste management contracts to meet the requirements of the Waste (Scotland) Regulations 2012	Introduce new waste management initiatives to reduce waste and increase recycling	Procurement of long term waste treatment contract progressed, with procurement timetable milestones met for mobilisation and contract start date	Long term waste treatment contract procured and commences 1st April 2017. A contract timetable and action plan has been prepared for all other recycling and waste contract procurements.	Green
Progress the design, procurement, monitoring and successful delivery of the council's projects under the City Deal initiative	Support the Clyde Valley City Deal infrastructure development programme	Subject to the completion of the relevant assurance processes, progress and deliver the three major road infrastructure projects (i.e. Cathkin, Greenhills Road, and Stewartfield Way) in line with agreed programme/profiling	Cathkin Relief Road - The new road opened on the 24th February 2017. Finishing works are being undertaken and are expected to be complete by April 2017. Focus now turns to the complementary works during 2017-18. Greenhills Road / Strathaven Road - Design and preparatory work is progressing and land negotiations are continuing with owners and are proceeding well. The publication of the Compulsory Purchase Order is scheduled for early April 2017 and will run in parallel with the voluntary negotiations. The pre-planning application stage commenced on 23rd January 2017 and a public event was held on the 22nd February 2017 at Calderglen Country Park. A report of the event and the comments received is being prepared and will be included in the planning application. Submission of the planning application is scheduled for mid to late May 2017. Stewartfield Way - Design works are progressing and land discussions have commenced regarding the options for replacement holes. The East Kilbride traffic modelling exercise has been largely completed and a report is being prepared to confirm the way forward. The programme for this project is also being reviewed.	Green

Governance Control	Action	Measures	Comments/Progress	Status
		Provide corporate oversight of City	Attendance at Lead Officer Group ongoing with support	Green
		Deal infrastructure, business	provided to the Chief Executives Group and Cabinet as	
		innovation and skills and employment	necessary.	
		programmes, with specific		
		responsibility for progressing business	Business case development ongoing for each project.	
		case approvals for Roads and	Outline Business Case (OBC) for Hamilton Community	
		Community Growth Area projects	Growth Area (CGA) approved at the October 2016	
			Cabinet and OBC for Larkhall CGA approved at the	
			Cabinet in February 2017.	
Review Resource	Undertake an annual review of	Heads of Service to undertake a	Review of Business Continuity Plans underway.	Amber
Contingency Plans, Business	Business Continuity Plans	review of Business Continuity Plans	Preparation of schedule for improvement to plans has	
Continuity Plans and Action		and prepare a schedule for	fallen behind due to the pace of structural change in	
Plans		improvement by 31 March 2017	the council.	
			As part of the review of the Business Continuity Plans,	
			Heads of Service have been requested to provide a	
			map of their services. The first drafts of the Plans are	
			expected within the next three months.	

Education Resources

Governance Control	Action	Measures	Comments/Progress	Status
Continue to implement duties of the Children and Young People (Scotland) Act 2014	Ensure outcomes of consultation to meet the requirements outlined in The Children and Young People (Scotland) Act 2014 are reflected in service developments	Report to Education Resources Committee to outline proposed future flexible service delivery by the end of April 2016	Report presented to Education Resources Committee on 19 April 2016. Further report presented to the Education Resources Committee in January 2017. In order to respond to the transformational agenda set by the Government, an 1140 Hours Strategic Group was established within Education Resources. This group is supported through sub groups on, infrastructure, workforce expansion and development, finance and policy (including consultation) to ensure the commitment to 1140 hours will be delivered.	Green
			Regular reports on progress on meeting the implementation timeline, outcomes and achievements will continue to be presented to Committee.	
GIRFEC improvement promote awareness of compliance with, the le requirements of the CI		Lead a range of consultation events to evaluate current uptake and impact on learning of 600 hours Early Learning and Childcare provision, identify gaps in flexible provision and plan for future implementation	A report on the outcome of consultations was presented to the Education Resources Committee in January 2017. In order to ensure that plans for further expansion of provision are firmly based on the needs of our youngest children and their families, a full and wide ranging consultation strategy 'Together we Can, and We Will', was put into practice. This approach will continue until August 2020 and beyond.	Green
	Ensure the implementation of the GIRFEC improvement plan to promote awareness of, and compliance with, the legislative requirements of the Children and Young People (Scotland) Act 2014	Develop and implement the structures required to inaugurate the Named Person Service within Education Resources	The finalised legislation concerning the Children and Young People Act will not be in place before August 2018. At that point the ramifications concerning the named person service will be fully worked out and the current model of service will be adapted to be compliant with the legislation.	Green
		Train and equip school staff with skills necessary to use the Wellbeing application within SEEMIS	The delay in the introduction of the legislation required for the Named Person Service means that the training programme continues through school session 2016-2017 and the aim will be to have all required staff members trained by the end of 2017.	Green
		Train and equip school staff to use the Child's Plan as part of a response to Wellbeing needs	The status and responsibilities around the Child's Plan are still not fully fleshed out by the Scottish Government and will be part of the Bill to be presented to Parliament in the summer 2017. At that point the training will be adapted to take into account the statutory requirements.	Green

Education Resources Measures Comments/Progress **Governance Control** Action Status Implement all actions in Promote high standards of Information governance self Actions arising on information governance, data Green assessment audit checklist to be security and safety are shared with establishments and Information Governance Information Governance completed annually and all relevant services through guidance and the annual checklist. Action Plan 2016-17 and Outcomes from the internal audit review will be implement and monitor actions to be implemented progress of the council's implemented during 2017-18. **Record Management Plan**

Finance and Corporate Resources

Governance Control	Action	Measures	Comments/Progress	Status
Develop and implement the council's financial strategy in the context of local government economic and budgetary control, including	Implement efficient Government policy and action plan	Prepare an annual Efficient Government Statement by due date showing levels of efficiencies achieved	Efficiency Statement for 2015-16 was presented to the Executive Committee on 7 September 2016.	Green
preventative and collaborative spend and raise awareness of overall potential impact	Prepare and set Revenue budget and declare Council Tax by statutory date. Ensure link with budget and service planning	Declare council tax and obtain council approval of budget by February	The Council Tax was declared on 16 February 2017, in line with Committee schedules.	Green
Identify, implement and maximise council wide	Undertake savings exercise and continue delivery of Service Review	Identify and gain approval for savings for 2017-18 budget	Savings and budget approved at council meeting on 16 February 2017.	Green
efficiency reviews	programme	Delivery of savings 2017-18	Savings approved at council meeting on 16 February 2017. Savings will be delivered in 2017-18 and monitored through regular budget monitoring.	Green
Undertake a review of Governance Assessment Arrangements in line with expected CIPFA guidance and EU Directive on Audit Committees and develop training materials as appropriate	Ensure that high standards of governance are being exercised	Undertake a review of Governance Assessment Arrangements in line with best practice	'Real time' checks on governance arrangements completed by Internal Audit through representation on the Good Governance Group. The EU Directive on Audit Committees will be reviewed with other council arrangements following the Local Government Elections in May. This review will consider best practice in establishing an audit committee for the new council. The governance framework has been reviewed in line with the new CIPFA governance guidance. Members of the Good Governance Group were trained on the new framework on 6 March 2017.	Green
Implement changes required by the Welfare Reform Act 2012 and subsequent regulations with a specific focus on the financial impact on the introduction of Universal Credit	Prepare and implement appropriate financial strategies taking account of economic conditions and local government settlements	Manage the implementation of Welfare Reform throughout the council, including leading the council's Welfare Reform Monitoring Group	The management of the Welfare Reform agenda is an ongoing cross-resource process, with regular updates to the Executive Committee. The last update was presented in December 2016.	Green
Implement all actions in Information Governance Action Plan 2016-17 and implement and monitor	Promote high standards of Information Governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	All Resources have completed their annual information governance self assessment checklists for 2016-17 and have drawn up action plans for ongoing improvement.	Green

Finance and Corporate Resources Measures **Governance Control** Action Comments/Progress **Status** progress of the council's Take forward a programme of All actions arising from the Information Strategy and Green **Record Management Plan** improvement actions in support of the Internal Audit Plan are being dealt with by the Information Strategy, Records Information Governance Board and the council is Management Plan and Internal Audit improving its information governance practices as a Plan result of these actions. A new action plan will be developed once the official feedback has been received from the Keeper of the Records on the council's Records Management Plan which was submitted in November 2016. Develop South Lanarkshire Council's South Lanarkshire Council's Records Management Green Records Management Plan for Plan was approved by the Executive Committee on 16 submission to the Keeper of the November 2016 for onward submission to the Keeper Records of the Records at the National Records of Scotland. The finalised plan was officially submitted to the Keeper's assessment team on 24 November 2016 and receipt was acknowledged on 28 November 2016. Once the official assessment of the Plan has been received from the Keeper of the Records, this will inform improvement actions which will be incorporated into the overall action plan for information governance across the council. Support the continued learning and A review of the Data Protection Learn On Line courses Green development of our employees in the has been completed and new courses are being area of information governance developed on conducting Privacy Impact Assessments and processing of Freedom of Information requests. Further reviews of all Data Protection training are being planned in order to prepare employees for the new General Data Protection Regulation coming into force in May 2018. Continue to strengthen the good A series of employee communications has been issued Green information governance culture in the on a regular basis over the past two years and this is a council through the continued continuing process. Topics are chosen and developed programme of communication to by the Information Governance Board in order to promote the themes of the Information embed the culture of good information management Strategy, Information Security and across the employees of the council. As topics are Records Management Plan developed these are communicated via Personnel Circulars, Management Bulletins, Core Briefs, Intranet

and The Works.

Finance and Corporate Resources

Governance Control	Action	Measures	Comments/Progress	Status
Implement the new Service Level Agreements and Memorandum of Understandings between the	Ensure that high standards of governance are being exercised	Undertake a review of existing Service Level Agreements and Memorandum of Understandings	Memorandum of Understanding between South Lanarkshire Council and South Lanarkshire Leisure and Culture has been implemented and regularly updated.	Green
council and third parties, including ALEOs and the Integration Joint Board			The Integration Joint Board governance arrangements are covered through the Integrated Plan and Strategic Commissioning Plan.	
Progress the design, procurement, monitoring and successful delivery of the council's projects under the City Deal initiative	Deliver a core finance function that meets the requirements of the council and external stakeholders	Participants in financial monitoring and stewardship of Glasgow City Region City Deal Project	The financial monitoring of the council's City Deal Project is part of the council's capital budget monitoring process, and takes place on a four weekly basis. This is in addition to the external progress/monitoring submissions made to the Project Management Office at Glasgow City Council.	Green
Implement and monitor new Risk Management Strategy	Ensure that high standards of governance are being exercised	Achieve full compliance with the requirements of the Risk Management Strategy	Resources' compliance with the requirements of the council's Risk Management Strategy for 2016-17 will be reported to the CMT on 31 August 2017. This will therefore be reported at the Quarter 2 Stage. Resources performed well in the 2015-16 compliance assessment, with all Resources achieving 100% compliance. Risk Management work has been ongoing throughout the year and it is anticipated that Resources will score highly again for 2016-17.	Green
Prepare for the implementation of the Community Empowerment (Scotland) Act 2015 and subsequent Regulations	Work with partners to enhance community planning and service delivery	Undertake work to develop the first South Lanarkshire Outcomes Improvement Plan	Work continues by the Thematic groups to deliver the Local Outcomes Improvement Plan by the statutory timescale of 1 October 2017. At the Community Planning Partnership (CPP) Board on 9 February 2016, Partners agreed that: • the priorities for the LOIP will be drawn from the partnership's existing five strategic themes; • that profiles be prepared for the 20 wards within South Lanarkshire; and • that small groups of officers and stakeholders with operational experience be created to produce the relevant priority elements of the LOIP.	Green

Finance and Corporate Resources

Governance Control	Action	Measures	Comments/Progress	Status
		Develop actions to meet the requirements of the Community Empowerment Act	On 7 December 2016, the Community Planning Partnership Board completed a Self-Assessment against the requirements of the Community Empowerment Act and an action plan is currently being developed. Meetings have been arranged with the new statutory Community Planning partners. The final guidance which adds more detail to the	Green
Continue to make preparations for elections in 2016-17 and new council in 2017	Support the democratic functions of the council	Manage election and referendum processes as required and in accordance with the requirements of the Electoral Commission	statutory provisions of Part 2 - Community Planning of the Act was published on 20 December 2016. Arrangements running to schedule for the Local Government Election in May 2017.	Green
	Support and facilitate open and transparent governance and decision making arrangements	Carry out an "end of council term" survey to assist with preparations for the new council in 2017	Survey issued to elected members in February 2017 and results being considered as part of the preparations for the new council.	Green
Progress the development of a new Council Plan due to be in place by 2017	Communicate our vision, values and policies	Continue to promote key strategic plans and strategies	A review of the Council Plan, Connect, has been concluded, with the draft document being presented to the Executive Committee on 8 March 2017. Consultation will be undertaken following Committee approval and the plan will be promoted extensively to the public and partners once it is formally ratified after	Green

Housing and Technical Resources

Governance Control	Action	Measures	Comments/Progress	Status
Develop and implement the council's financial strategy in the context of local	Ensure effective management of all Resource budgets and Business Plans	Financial reports to RMT and HTR committee on Resource financial position are produced within the	Financial position presented per agreed timetable. Quarter 4 position will be available May 2017.	Green
government economic and budgetary control, including preventative and		agreed timescales	2017-18 budget proposals presented and approved at Resource Management Team in November 2016 and Full Council in February 2017.	
collaborative spend and raise awareness of overall potential impact		Overall budgetary target achieved by March 2017	Year end outturn results will be available May 2017. It is anticipated that the overall budgetary target will be achieved.	Green
		Delivery of targeted agreed efficiency savings	Year end outturn results will be available May 2017.	Green
Identify, implement and maximise council wide	Commence/complete Efficiency/Service reviews within the	Building Services and Design	Review is ongoing and a report is being prepared for the CMT Efficiencies Group on 15 May 2017.	Green
efficiency reviews	Resource	Estates Services	Review is ongoing and a report is being prepared for the CMT Efficiencies Group on 15 May 2017.	Green
		Factoring Services	Review is ongoing with data collation and documentation of existing/revised procedures underway. Aiming for a report to the CMT Efficiencies Group in October 2017.	Green
	Develop 2016-17 service savings prioritisation proposals	Future years' savings proposals to be developed and presented to the Resource Management Team – August 2016	The 2017-18 savings proposals were approved at the council meeting on 16 February 2017.	Green
Implement changes required by the Welfare Reform Act 2012 and subsequent	Continue to revise systems procedures and approach to reflect emerging requirements of the	Implement action plan on welfare reform	Implementation of full service confirmed for October 2017.	Green
regulations with a specific focus on the financial impact on the introduction of	welfare reform programme		Preparations for full service underway with continued implementation of Housing and Technical Resources Welfare Reform Action Plan.	
Universal Credit		Report on progress to committee throughout 2016-17	Progress report presented to Housing and Technical Resources Committee in January 2017. Update report scheduled for the first Housing and	Green
			Technical Resources Committee of the new council.	

Housing and Technical Resources Governance Control Measures Comments/Progress Action **Status** Continue to implement duties Ensure effective contribution to Ensure appropriate service provision Procedures developed and implemented. Updates Green of the Children and Young for homeless children and report presented to the GIRFEC Strategy Group on a regular GIRFEC Partnership annually as part of the Children's People (Scotland) Act 2014 basis. Services Plan 2012-2018 Implement all actions in Promote high standards of Information governance self Annual Information Governance self assessment for Green assessment audit checklist to be **Information Governance** Information Governance 2016-17 completed and Action Plan developed to Action Plan 2016-17 and completed annually and all relevant progress over 2017-18. actions to be implemented implement and monitor progress of the council's Record Management Plan

Social Work Resources

Governance Control	Action	Measures	Comments/Progress	Status
Implement Strategic Commissioning Plan, Risk Management Strategy and directions required by the Integration Joint Board on	In Partnership with NHS Lanarkshire, support the development and implementation of integration arrangements for adult health and social care services	Develop and implement a workforce development strategy to support the implementation of health and social care	Social Work Resources is in the process of developing its Workforce Development Plan. Planning sessions have commenced in order to take this work forward. This will dovetail with the Health and Social Care workforce planning.	Green
Health and Social Care Integration		Develop and implement a locality planning approach to support the implementation of the Strategic Commissioning Plan	Locality operational structures have now been agreed and locality managers appointed. A Locality Management Group has now been set up to look at other models of integration moving forward. Locality core groups are meeting on a regular basis to develop resources (mapping existing resources within communities and identifying gaps) within localities.	Green
		Develop an implementation plan to monitor the impact of the Strategic Commissioning Plan	In Quarter 2, 72 Key Performance Indicators were reported to the Performance and Audit Sub-Committee. We will present a full copy of the Quarter 4 Performance Reporting Framework to the Integration Joint Board in June detailing progress on the implementation plan.	Green
Implement the Self-Directed Support Strategy and actions arising from the 2013 Act	Implement the requirements of the Self- Directed Support Act	Carers module is developed and tested in line with the duties stipulated within the Carers (Scotland) Act 2016	Work on the Carers' Module continues to progress in line with the new duties under The Carers (Scotland) Act 2016. Guidance and regulations are still awaited.	Green
through the development and finalisation of the support plan and appropriate resource allocation system		Support planning module is further tested before full implementation in 2016	The testing is now complete. Revisions are being made as staff report back on their experience of using the new Support Plan. Training will continue throughout 2017.	Green
		Develop a reporting system to capture a range of Self-directed Support activity	The Scottish Government continues to amend The Annual Social Care Return to gauge success from this of the implementation of the self-directed support legislation with particular emphasis on identifying options 1 and 2 chosen (a revised Social Care statistical collection incorporated the previously separate Self-Directed Support/Direct Payments survey into the Home Care Census). In order to focus on the success of the implementation of the self-directed support legislation particular emphasis is placed on the following two SDS options: 1 Direct Payment and 2 Individual Service Fund.	Green

Social Work Resources

Governance Control	Action	Measures	Comments/Progress	Status
	Implement Self-Directed Support for Children in need	Report on phase 2 of Self-Directed support for children to the Child and Family Management Team	The Child and Justice Management Team are kept informed of the review to streamline processes and existing structures in relation to Children and Justice Self Directed Support agenda.	Amber
			The Child's Plan was reviewed by the Steering Group with minor amendments made. Now awaiting I.T. development time.	
			The Carer's Support Plan is available on desk top. This is currently being reviewed and will be forwarded in its final version to I.T. for development.	
Continue to implement duties of the Children and Young People (Scotland) Act 2014	Continue to implement GIRFEC approach	Report on the progress of the implementation of GIRFEC in relation to the Children and Young People (Scotland) Act, to the Child and Family Management Team and the Executive Board	The Scottish Government have advised that implementation of the "Named Person" has been delayed for a further period, likely to be in 2018. In the meantime, interim amendments have been made to the Multi Agency Information Sharing Protocols, to address issues highlighted by the Supreme Court. The GIRFEC Implementation Group will continue to have an overview of the changes and respond to guidance when this is forthcoming.	Green
Implement all actions in Information Governance Action Plan 2016-17 and implement and monitor progress of the council's Record Management Plan	Promote high standards of Information Governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented	Revised templates have been provided by Corporate Resources to undertake this exercise. Checklist complete and all relevant actions implemented.	Green
Review Resource Contingency Plans, Business Continuity Plans and Action Plans	Review annually Resource and Service Plans in relation to Business Continuity	Provide an annual report to the Health and Care Management Team	Report submitted to the SMT on 16 January 2017. Heads of Service reviewed their internal arrangements for contingency planning and updated their individual service areas.	Green